*USAREUR Regulation 10-20

Organizations and Functions

USAREUR Base Operations

2 March 2001

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*This regulation supersedes USAREUR Regulation 10-20, 4 January 2000.

For the Commander:

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Summary. This regulation prescribes responsibilities for providing base operations (BASOPS) support services and programs in USAREUR.

Summary of Change. This revision designates the Deputy Commanding General, V Corps, as the Senior Tactical Commander for the Darmstadt and Babenhausen communities, and adds table B-1, Installation Management Functional Matrix, to appendix B. Table B-1 shows base operations management functional areas of responsibilities and services described in appendix B.

Applicability. This regulation applies to--

• USAREUR units responsible for providing BASOPS support.

• Supported units in the CG, USAREUR/7A, area of responsibility.

Supplementation. Commanders will not supplement this regulation without CG, USAREUR/7A (AEAGA-IM), approval.

Forms. USAREUR and higher-level forms (printed and electronic) are available through the USAREUR Publications System (UPUBS).

Suggested Improvements. The proponent of this regulation is the Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A (AEAGA-IM, 370-6107). Users may suggest improvements to this regulation by sending a DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander, USAREUR/7A, ATTN: AEAGA-IM, Unit 29351, APO AE 09014.

Distribution. C (UPUBS). This regulation is available only in electronic format.

CONTENTS

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1. PURPOSE
This regulation--

    a. Establishes policy and provides guidance for managing and organizing installations in the CG, USAREUR/7A, area of responsibility (AOR).

    b. Establishes the authority of the following personnel and their respective staffs in providing installation support:

        (1) HQ USAREUR/7A staff principals.

        (2) Senior tactical commanders (STCs) (app A).

        (3) Commanders of--

            (a) Area support groups (ASGs).

            (b) Base support battalions (BSBs).

            (c) Area support teams (ASTs).

    c. Defines base operations (BASOPS) responsibilities and services (app B) that support military and civilian personnel and their family members who reside in the CG, USAREUR/7A, AOR and are authorized support. The installation management functional matrix (table B-1) shows the BASOPS AORs and services described in appendix B. The matrix is designed to assist staff proponents in the coordination and integration process by indicating areas of interest for each installation-management function.

2. REFERENCES

    a. Field Manual 100-22, Installation Management.

    b. UP 405-45, USAREUR Installations.

3. EXPLANATION OF ABBREVIATIONS AND TERMS

    a. Abbreviations. The electronic glossary defines abbreviations.

**b. Terms.** The glossary defines terms used in this regulation.

4. RESPONSIBILITIES

a. HQ USAREUR/7A Staff Principals. Day-to-day installation management is conducted directly between HQ USAREUR/7A staff offices and ASGs. HQ USAREUR/7A staff principals will--

(1) Provide broad, USAREUR-wide, program-management directives.

(2) Establish quality of life (QOL) standards for BASOPS-support functions in their functional AOR.

(3) Provide policy, guidance, resources, and assistance to supporting installations in their functional AOR.

(4) Directly coordinate routine installation support with ASGs.

b. STCs. The USAREUR BASOPS-support concept is designed to allow STCs and other commanders to concentrate on the tactical mission and leave the execution of the BASOPS mission to ASG, BSB, and AST commanders. STCs have a special role in the BASOPS mission, which includes--

(1) Verifying that soldiers, civilians, and family members in the STC AOR receive installation support according to approved QOL baseline standards (glossary).

(2) Participating in developing the ASG master integrated priority list (MIPL). STCs must ensure that all unit commanders in the STC AOR have provided input to the MIPL and have helped shape it for priority and balance to meet all requirements.

(3) Participating in developing the installation master plan through their supporting BSB or ASG commander.

(4) Approving and coordinating antiterrorism/force protection requirements, plans, training, and operations in their AOR according to UR 525-13.

(5) Appointing a successor before leaving the AOR (for example, for deployment).

(6) Having final approval authority for borrowed-military-manpower requirements when an agreement cannot be obtained at the BSB or supported-unit level.

c. ASG Commanders. ASG commanders provide program policy, direction, resource management, and oversight for installation support in the ASG AOR. The basic ASG structure (fig 1) includes a command element, special and personal staff, and directorate organizations.

NOTE: Operational ASGs (glossary) have a BSB-type structure supplemented with additional personnel in key areas to provide the policy, direction, and resource-management functions of an ASG.

d. BSB Commanders.

(1) BSB commanders--

(a) Execute installation-support programs.

(b) Operate within QOL standards.

(c) Maintain real property.

(d) Provide on-site, day-to-day services.

(e) Coordinate force-protection actions for the security of the military community.

(2) The basic BSB structure (fig 2) includes a command element, limited special and personal staff, and directorate execution staff. The BSB receives command and control from its parent ASG.

e. AST Commanders. ASTs receive command and control, planning, and resource management from their parent BSB or ASG. AST commanders provide--

(1) BASOPS support to small communities in areas where the population, dispersion, and complexity of supported installations do not justify a BSB. ASTs generally are 20 to 80 kilometers (or about a 20- to 60-minute driving time) away from their parent ASG or BSB and have a military population of between 300 and 2,500.

(2) Local residents the day-to-day, on-site, or on-call basic services required by USAREUR QOL standards. The basic AST structure (fig 3) includes a command element and functionally aligned service providers. AST organization varies based on governing QOL standards, the distance from the parent organization, and mission complexity.
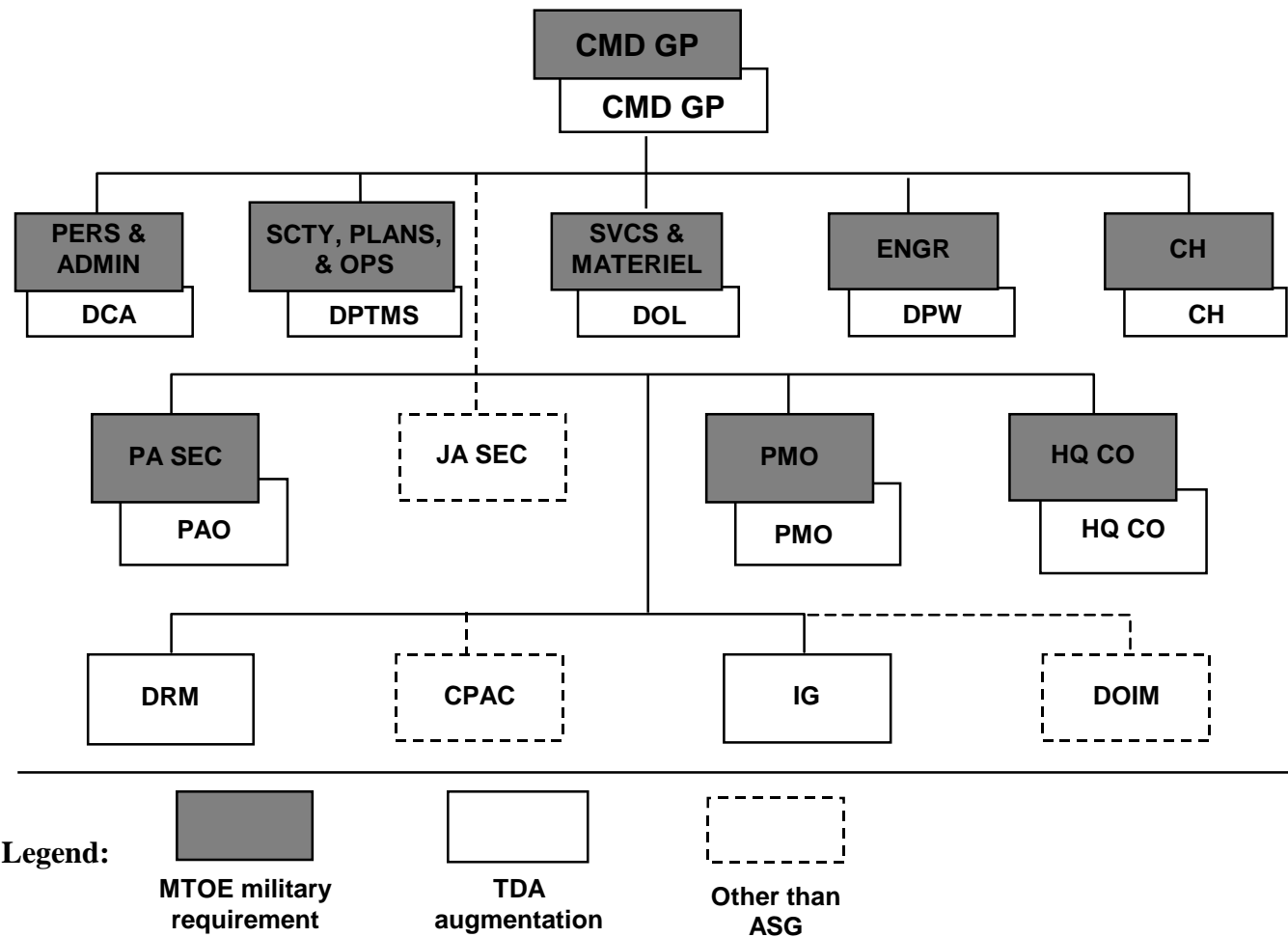
Legend:

MTOE military requirement

TDA augmentation

Other than ASG

NOTE: The alphabetical glossary on the left side of the screen defines abbreviations.

Figure 1. Basic ASG Structure
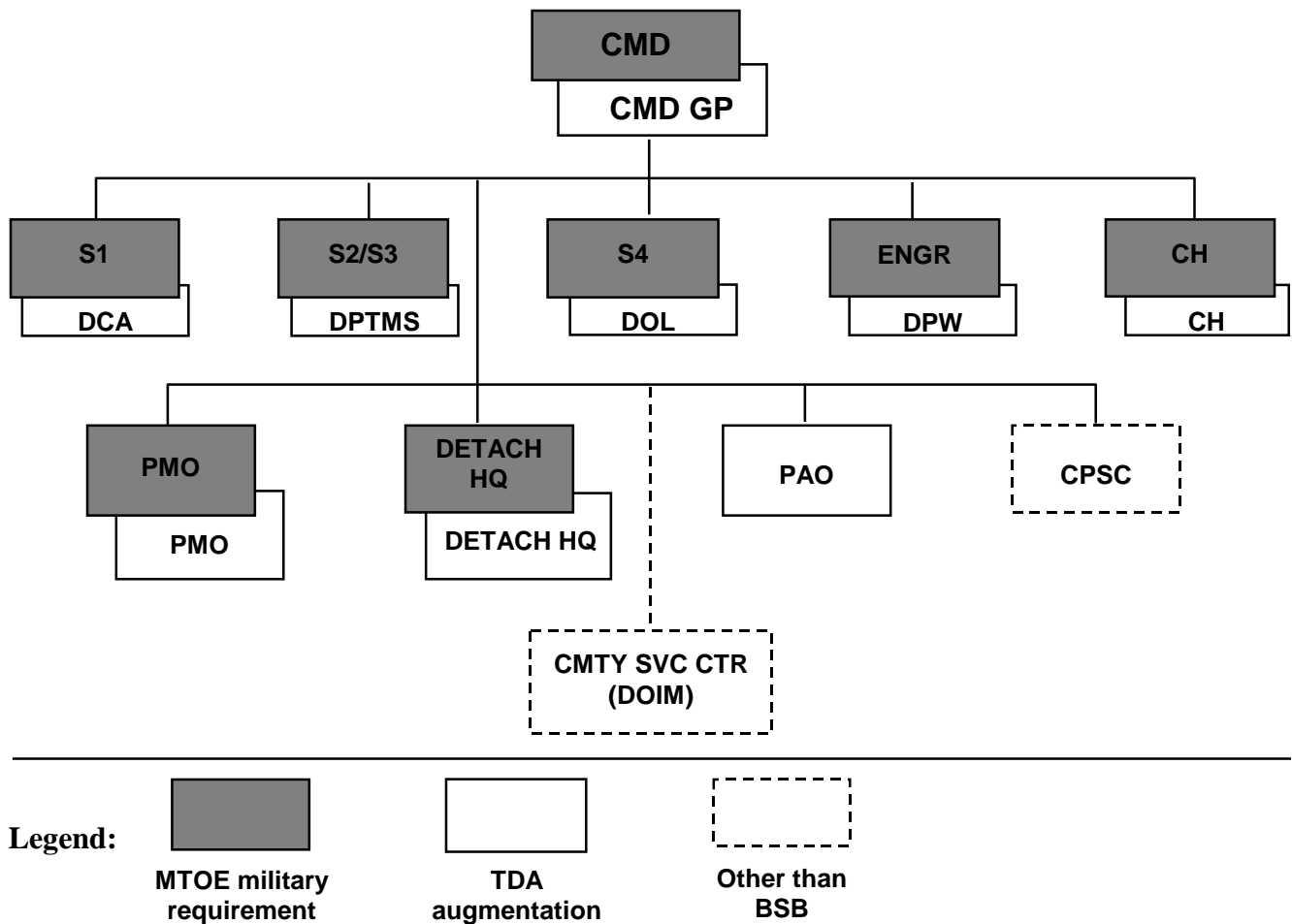
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                          │     CMD     │
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CMD
CMD GP

S1	S2/S3	S4	ENGR	CH
DCA	DPTMS	DOL	DPW	CH

PMO	DETACH HQ	PAO	CPSC
PMO	DETACH HQ		

CMTY SVC CTR
(DOIM)

Legend:

| ▓▓▓	☐	┄┄
MTOE military requirement	TDA augmentation	Other than BSB

NOTE: The alphabetical glossary on the left side of the screen defines abbreviations.

Figure 2. Basic BSB Structure

   f. Installation Coordinators. An installation coordinator (IC) may be appointed at the discretion of the BSB commander.

      (1) ICs--

         (a) Operate under the command and control of the BSB when the population criteria and factors are less than for those requiring an AST.

         (b) Are responsible for coordinating the day-to-day BASOPS support for activities on an installation.

         (c) Serve as a key link between the BSB and tenant units of an installation.

      (2) IC positions are often filled with borrowed military manpower. The current USAREUR BASOPS structure does not authorize ICs.
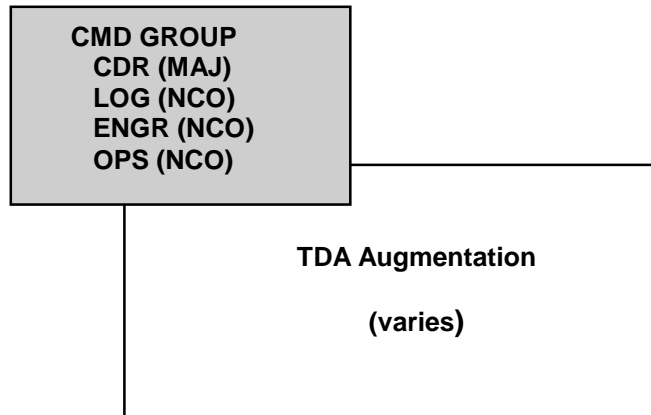
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┌─────────────────────────┐
│     CMD GROUP           │
│     CDR (MAJ)           │
│     LOG (NCO)           │
│     ENGR (NCO)          │
│     OPS (NCO)           │
└─────────────────────────┘
         ┌────────────────────────────────┐
         │                                │
         │      TDA Augmentation          │
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         │        (varies)                │
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NOTE: The alphabetical glossary on the left side of the screen defines abbreviations.

Figure 3. Basic AST Structure

5. SUPPORT TO GEOGRAPHICALLY SEPARATED LOCATIONS

A geographically separated location is a duty location separated beyond a reasonable commuting distance from its servicing ASG, BSB, or AST headquarters. These duty stations provide no continuous BASOPS support or QOL standards on-site. To receive BASOPS support, personnel are required to travel to the nearest ASG, BSB, or AST facilities. Generally, cost-of-living allowances for personnel assigned to these locations are adjusted to compensate for additional expenses incurred due to lack of on-site support and service.

6. SUPPORT TO INTERNATIONAL HEADQUARTERS

a. An ASG with an international headquarters in its AOR provides nonreimbursable BASOPS support and services to the U.S. military element of the international headquarters according to the Department of Defense Financial Management Regulation, volume II, chapter 9. Support is provided according to appropriate memorandums of agreement, USAREUR QOL standards, and BASOPS staffing templates. These standards and templates are determined by the size of population supported and the time and distance to the nearest support facility.

b. ASGs may provide BASOPS-support services to other elements of an international headquarters on a reimbursable or nonreimbursable basis based on the applicable support agreement.

c. When an ASG, BSB, or AST receives BASOPS support from an international headquarters element, the funding and manpower of the ASG, BSB, or AST will be adjusted accordingly.

7. BASOPS COMMANDER AUTHORITY

a. ASG commanders in the CG, USAREUR/7A, AOR have the same authority as installation commanders in the continental United States. BSB commanders function as garrison commanders. At USAREUR installations, however, operations and procedures are also subject to the Status of Forces Agreement (SOFA), other international agreements, DOD directives, and Army regulations.

b. ASG and BSB commanders are authorized to use borrowed military manpower from supported units to accomplish BASOPS-related tasks.

8. RESPONSIBILITIES FOR HOST-NATION RELATIONS

a. The International Operations Division (IOD), Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A, is responsible for USAREUR host-nation relations policy. ASG and BSB commanders are responsible for host-nation relations at the local community level, including the community-relations program (UR 360-1), representation activities, and appropriate coordination with local government agencies for routine BASOPS support. This support includes engineer

construction, utilities, force protection, and law enforcement. ASGs have government relations advisers or public affairs officers who normally perform this function.

b. In Germany, U.S. Forces liaison officers (USFLOs) assigned to the DCG, USAREUR/7A, are responsible for host-nation relations coordination and representation activities at German State and regional Federal-office levels. USFLO AORs conform to German State boundaries. Therefore, USFLOs support all ASGs and BSBs in their German State.

c. STCs normally perform representation functions to help ASGs and USFLOs carry out the host-nation relations mission.

d. In Germany, the CG, USAREUR/7A, Liaison Officer at the American Embassy is responsible for host-nation relations coordination and representation activities at the Federal level. In other European countries, the IOD is responsible for host-nation-relations coordination with the respective American Embassy and Federal authorities. Under the SOFA and other international agreements, official notifications of unit activations, inactivations, moves, and installation returns (partial or full) must be done only at the German Federal level. Discussions at German State and local levels are to be conducted only after official notification has been given to German Federal authorities.

9. RATING SCHEME

ASG, BSB, and AST commanders will be rated according to the rating scheme in appendix C. Exceptions to this policy may be granted only if approved by the DCG, USAREUR/7A.

a. ASG commanders will be rated by their STC and senior-rated by the DCG, USAREUR/7A.

b. BSB commanders will be rated by their ASG commander and senior-rated by the rater of the ASG commander, except in the 26th and 80th ASGs AORs. STCs for BSBs usually will be intermediate raters for their respective BSB commander.

APPENDIX A
SENIOR TACTICAL COMMANDERS BY DUTY POSITION AND LOCATION

Chief of Staff, Headquarters, United States European Command	Garmisch and Stuttgart, Germany
Commanding General, United States Army Southern European Task Force	Livorno and Vicenza, Italy
Deputy Commanding General, United States Army, Europe, and Seventh Army	Heidelberg, Germany
Deputy Commanding General, V Corps	Babenhausen and Darmstadt, Germany
Commanding General, 5th Signal Command	Mannheim, Germany
Commanding General, 21st Theater Support Command (Provisional)	Kaiserslautern, Germany
Executive Officer, Supreme Allied Commander Europe, Supreme Headquarters Allied Powers Europe	Chièvres, Belgium
U.S. Military Representative to the North Atlantic Treaty Organization	Brussels, Belgium
Director of Operations, Allied Forces, Central Europe	Schinnen, The Netherlands
Commanding General, 1st Infantry Division	Würzburg, Germany
Assistant Division Commander (Maneuver), 1st Infantry Division	Ansbach, Bamberg, and Illesheim, Germany
Assistant Division Commander (Support), 1st Infantry Division	Giebelstadt, Kitzingen, and Schweinfurt, Germany
Commanding General, Seventh Army Training Command	Grafenwöhr, Hohenfels, and

	Vilseck, Germany
Commanding General, 1st Armored Division	Bad Kreuznach and Dexheim, Germany
Assistant Division Commander (Maneuver), 1st Armored Division	Büdingen, Friedberg, Gießen, and Hanau, Germany
Assistant Division Commander (Support), 1st Armored Division	Baumholder, Germany
Commanding General, 3d Corps Support Command	Wiesbaden, Germany

APPENDIX B
BASE OPERATIONS RESPONSIBILITIES AND SERVICES

CONTENTS

SECTION I
GENERAL

B-1. STANDARD AND NONSTANDARD SERVICES

a. In USAREUR the area support group (ASG) staff normally plans, directs, and oversees base operations (BASOPS) programs and services in its area of responsibility (AOR). Base support battalion (BSB) and area support team (AST) staffs normally execute programs and services and provide day-to-day, on-site services to customers. Operational ASGs (OASGs) perform the functions of both ASGs and BSBs.

b. Services that follow the concept of operation in a above are identified below as standard services. Exceptions to this concept (for example, regionalized or centralized operations) are identified below as nonstandard services, with roles and responsibilities explained. The service-based costing (SBC) reference numbers shown in parentheses are for services that are part of BASOPS services included in the Army-wide SBC initiative.

NOTE: The Installation Management Functional Matrix (table B-1) shows the BASOPS functional AORs and services explained below.

SECTION II
COMMAND AND STAFF SERVICES

B-2. EQUAL EMPLOYMENT OPPORTUNITY (EEO)

a. Standard Services: EEO Service (#92). EEO service includes--

(1) Executing the administrative EEO-complaint and mediation process, EEO training, and special-emphasis programs.

(2) Developing and implementing affirmative-employment plans for DOD civilians.

b. Nonstandard Services: None.

B-3. EQUAL OPPORTUNITY (EO)

a. Standard Services: EO Service (#93).

(1) The ASG--

(a) Executes affirmative-action plans.

(b) Executes EO training.

(c) Provides advice on military, family, and civilian (non-employment related) EO issues.

(d) Handles formal and informal complaints.

(e) Conducts unit staff-assistance visits, special-emphasis events, and EO-climate surveys.

(f) Consolidates and reviews quarterly and annual statistics from BSBs and other subordinate units.

(g) Reports statistics to the Equal Opportunity Officer, USAREUR.

(h) Enters information into the automated HQDA EO database.

(2) EO-complaint appeals in the BSB and ASG will follow the chain of command (appeals at the BSB level are handled by the ASG, and appeals at the ASG level will be forwarded to the ASG commander's senior tactical commander (STC)). If the STC is also the general court-martial convening authority (GCMCA), the STC is the final-appeal authority.

(3) If a tenant unit does not have an EO adviser (EOA) in Europe, BSB and ASG EOAs will advise the tenant-unit commander and investigating officers on formal complaints. EO-complaint appeals handled for tenant units in the ASG or BSB AOR will be processed through to the highest level in the tenant-unit chain of command in Europe before being forwarded to the GCMCA for final resolution or decision.

b. Nonstandard Services: None.

B-4. INSPECTOR GENERAL (IG)

a. Standard Services: None.

b. Nonstandard Services: IG services are managed and executed at the ASG level. The ASG commander is responsible for providing guidance for ASG IG activities. Command inspections (#87) and command investigations (#88) are normally not IG missions or scheduled activities at the ASG level unless directed by the ASG commander.

(1) Command Inspections (#87). Command-directed inspections are managed and executed centrally at the ASG level. By definition, command inspections are part of the organizational inspection program (OIP), which consists of command, staff, and IG inspections. The ASG IG--

(a) Advises commanders and staff on inspection policy.

(b) Serves as the proponent for the OIP and advises commanders and staff on the effectiveness of the OIP.

(c) Conducts inspections as directed by the commander.

(d) Does not participate in command inspections.

(2) Command Investigations (#88). IG command investigations and inquiries are--

(a) Conducted as directed by the ASG commander.

(b) Managed centrally and executed at the ASG level.

(3) Complaint/Assistance (#89). Complaint/assistance services are managed centrally and executed at the ASG level. ASGs are responsible for ensuring--

(a) Military personnel, DOD civilians, family members, and military retirees in their jurisdiction know of their right to register complaints with, or request assistance from, an IG.

(b) Persons registering complaints with an IG, including the Department of Defense Inspector General (DODIG) and other service IGs, are protected from reprisal.

B-5. INTERNAL REVIEW

a. Standard Services: None.

b. Nonstandard Services: Internal Review Service (#94). Internal review (IR) services are managed centrally and executed at the ASG level (except for the 26th ASG, which receives IR services from the Internal Review and Audit Compliance Office, HQ USAREUR/7A). ASGs are responsible for directing the internal-review program, which includes--

(1) Audits of appropriated fund (APF) and nonappropriated fund (NAF) activities, programs, operations and functions; and follow-up audits.

(2) Commander-requested audits, reviews, and consultations.

(3) Quick-response audits.

(4) Consulting and advisory services.

(5) Audit-compliance services, which includes--

(a) Coordinating internal and external (General Accounting Office, DODIG, United States Army Audit Agency, and USAREUR) review and audit-compliance matters.

(b) Maintaining an ASG database on the status of external-audit activities and reports.

(c) Processing audit reports from external-audit agencies.

(d) Maintaining an effective system to control, monitor, and report corrective actions concerning audit findings and recommendations.

(e) Following up on findings and recommendations.

B-6. LEGAL SERVICES

ASGs and BSBs are responsible for ensuring personnel in their AOR know their servicing legal office, for providing facility and logistic support for legal offices in their AOR, and for ensuring cases appropriate for host-nation criminal jurisdiction are referred to the local legal-liaison authority.

a. Standard Services: None.

b. Nonstandard Services:

(1) Administrative and Civil Law (#79). This service includes--

(a) Administrative, civil-law, and litigation support on behalf of the U.S. Army.

(b) Advising commanders and staffs on the applicability of U.S. laws and regulations to Army activities.

(c) Advising on U.S. labor law, ethical standards of conduct, contract law, and fiscal law.

NOTE: Staff judge advocates (SJAs) assigned to tactical commands at division level and higher are responsible for providing administrative and civil-law services to ASGs and BSBs in the command's GCMCA jurisdiction. SJAs provide legal services through branch-office legal centers at ASGs and BSBs throughout USAREUR.

(2) Criminal Law and Discipline (#80). General, special, and summary court-martial convening authorities are responsible for administering military justice through their SJAs. The CG, USAREUR/7A, assigns GCMCA jurisdictions. SJAs provide legal support to units in their GCMCA jurisdiction. ASGs and BSBs are responsible for providing facility and logistic support for legal offices in their AOR.

(3) Client Services (#81).

(a) Client services include helping eligible individuals with personal legal affairs and with processing claims against the U.S. Government arising from military operations and activities.

(b) SJAs assigned to tactical commands at division level or higher are responsible for providing legal services to ASGs and BSBs in their command's GCMCA jurisdiction. SJAs provide legal assistance and claims services through branch-office legal centers in ASGs and BSBs throughout USAREUR.

(4) Civilian Misconduct Action Authority (Non-SBC Service).

(a) BSB commanders normally administer the civilian misconduct action program as the civilian misconduct action authority (CMAA) in their AOR. CMAAs are responsible for investigating and responding to incidents of civilian misconduct, which involves--

<u>1</u>. Judging individual cases.

<u>2</u>. Administering adverse administrative actions.

<u>3</u>. Referring cases to host-nation authorities for criminal disposition through the local legal-liaison authority.

(b) ASG commanders--

<u>1</u>. Are responsible for ensuring subordinate BSB commanders perform their CMAA duties.

<u>2</u>. Serve as the appeal authority if the BSB commander is the CMAA.

<u>3</u>. Serve as the CMAA if the ASG is an OASG.

(c) SJAs assigned to tactical commands at division level or higher provide legal advice and support to the CMAA by investigating and responding to cases of civilian misconduct in the ASG or BSB AOR. Local legal-liaison authorities serve as the sole POC with host-nation authorities for cases referred for criminal disposition by the host nation.

(5) International and Host Nation Law (Non-SBC Service).

(a) This service includes legal support and advice on international agreements, host-nation law, local national (LN) labor law, foreign criminal jurisdiction, and local legal-liaison authority.

(b) SJAs assigned to tactical commands at division level or higher are responsible for providing international and host-nation legal services to ASGs and BSBs in their command's GCMCA jurisdiction. SJAs provide legal services through branch-office legal centers in ASGs and BSBs throughout USAREUR.

B-7. PROVOST MARSHAL

a. Standard Services:

(1) Law Enforcement Services (#77). These services include--

(a) Protecting people and property, law enforcement, and maintaining order and discipline.

(b) Responding to incidents and investigating crimes.

(c) Traffic and special-event enforcement; coordinating actions with the local criminal investigation division, explosive ordnance division, and military intelligence units; and liaison with civil law-enforcement agencies and *Feldjäger* (German military police).

(d) Providing or coordinating Army working-dog teams for law enforcement, drug suppression, and explosive-ordnance activities.

(e) Registering vehicles and weapons.

(f) Supporting the USAREUR Drug Abuse Resistance Education (DARE) program and suppressing drug trafficking and use.

(g) Securing and disposing of found personal property.

(h) Preparing and distributing military-police reports and related documents, and collecting and analyzing crime statistics.

(i) Monitoring civilian contracted-guard performance to ensure that established law-enforcement standards are met.

(2) Physical Security (#78). This service includes--

(a) Providing physical-security inspections, surveys, and technical assistance; and preparing physical-security inspection and survey reports.

(b) Conducting mission-essential and vulnerable-area risk analyses.

(c) Supporting the USAREUR Command Security Upgrade Program.

(3) DOD Customs Inspection Program (Non-SBC Service). This service involves ensuring that the requirements of the DOD customs inspection program are met.

b. Nonstandard Services: Correctional Services (#76). The Provost Marshal, USAREUR--

(1) Provides pretrial and short-term, post-trial confinement services at the theater level to commanders in theater, including custody and control, administrative support, and correctional-treatment programs.

(2) Conducts, if requested, inmate transfers to continental United States (CONUS) correctional facilities and provides confinement.

B-8. PUBLIC AFFAIRS

a. Standard Services:

(1) Community Relations (#84). This service includes--

(a) Increasing public awareness of the Army's mission, policy, and programs.

(b) Fostering good relations with various members of the public with whom the Army comes into contact at home and abroad.

(2) News Media Facilitation (#85). This service includes providing timely and thorough responses to media queries, arranging interviews and briefings, and coordinating organization visits and escorts. The public affairs officer acts as the ASG commander's spokesperson. The public affairs office carries out and meets standards according to USAREUR policy for crisis communications (UP 360-5). These standards require that an initial news release be made within 2 hours after an accident or incident occurs.

(3) Information Strategies (#86). This service includes acquiring, producing, and distributing information to achieve specific communication objectives while protecting nonreleasable or classified information. Command-information services are included under this strategy. The public affairs office also conducts media training.

b. Nonstandard Services: None.

B-9. RELIGIOUS SUPPORT

a. Standard Services:

(1) Religious Support (#82). This service includes rites, sacraments, ordinances, worship services, prayer, pastoral care and counseling, religious education, emergency "on-call" services, Family Life ministry, and clinical pastoral services. When not deployed, tactical chaplains will support ASG and BSB religious services.

(2) Chaplain Special Staff Work (#83). This service includes--

(a) Advising commanders on matters of religion, morals, and morale.

(b) Special staff work required to--

1. Execute the command master religious program and quality-of-life programs.

2. Fill requests by commanders for special training on topics such as suicide prevention, values, stress management, and critical-incident response.

b. Nonstandard Services: None.

B-10. SAFETY AND OCCUPATIONAL HEALTH

a. Standard Services:

(1) Installation Safety and Occupational Health Services (#95).

(a) This service includes--

<u>1</u>. Managing the Army Safety Program, which involves supporting the integration of risk management into installation activities, systems, and processes, and implementing and evaluating the risk-management process.

<u>2</u>. Conducting accident investigations.

<u>3</u>. Supporting force-projection operations.

<u>4</u>. Maintaining the Health Hazard Information Module.

<u>5</u>. Evaluating host-nation safety and occupational-health requirements to implement the most applicable requirement.

<u>6</u>. Conducting special safety campaigns and safety-day activities.

<u>7</u>. Implementing a comprehensive and aggressive accident-prevention program that includes industrial, traffic, range, radiation, explosive, aviation, recreation, sports, family, public, and occupational-health safety.

<u>8</u>. Ensuring community, community-support, and tenant-unit facilities are inspected at least annually to identify and eliminate deficiencies. High-risk areas must be identified and inspected more frequently.

<u>9</u>. Evaluating risks or hazards by assigning risk-assessment codes and coordinating and monitoring progress with appropriate agencies to ensure hazard abatement.

<u>10</u>. Reviewing contracts, construction projects, and rehabilitation projects for compliance with safety standards.

<u>11</u>. Participating as a member of the community master planning board.

<u>12</u>. Ensuring that accidents are investigated, analyzed, and reported according to AR 385-40, DA Pamphlet 385-40, and UR 385-40.

<u>13</u>. Ensuring that training is conducted according to statutory and regulatory requirements.

(b) In USAREUR the ASG safety manager normally plans, directs, and oversees BASOPS programs and services in the AOR and serves as the principal adviser to the ASG commander on accident-prevention issues. The BSB safety staff advises the BSB commander on accident-prevention issues.

(c) The BSB and AST safety staff normally executes safety, occupational-health, and related loss-control programs and services, and provides day-to-day, on-site services to their customers in support of statutory and regulatory responsibilities. These customers include tenant- and satellite-unit commanders.

(2) Safety and Occupational Health Interface (SOHI) Program (Non-SBC Service). The USAREUR Safety Office is the lead proponent for the SOHI Program. This program is locally managed at the ASG level and executed at the BSB level.

b. Nonstandard Services:

(1) Determination of Applicable Safety Requirements Under the Most Stringent U.S. or Host-Nation Legal Requirements (Non-SBC Service). This service is managed at the ASG level. Decisions are made at the ASG level on the applicability of statutory-requirement implementation by the BSBs.

(2) Health Hazard Information Module (HHIM) (Non-SBC Service). The BSB will maintain an automated hazard-inventory database with input from the BSB safety office, occupational-health personnel, and the industrial hygienist. The ASG serves as a central repository of HHIM data in the ASG. HQ USAREUR/7A and the United States Army Center for Health Promotion and Preventive Medicine--Europe (CHPPM-EUR) serve as central repositories of HHIM data in USAREUR.

(3) Inprocess Training on a Routine Schedule (Non-SBC Service). This service is managed at the BSB level. BSBs are responsible for giving safety instruction at inprocessing training centers to incoming personnel.

SECTION III
CONTRACTING (ACQUISITION)

B-11. CONTRACTING AND CONTRACTING ADMINISTRATION

a. Standard Services: None.

b. Nonstandard Services: Contracting (#74) and Contracting Administration (#75).

(1) The United States Army Contracting Command, Europe, is responsible for contracting in USAREUR. Contracting is done on a regional basis, which differs from the directorate-of-contracting concept used on many Army installations. The theater is organized into one regional contracting center (RCC) and six regional contracting offices (RCOs). The regional organization does not correspond directly to the ASG configuration.

(2) The RCC provides centralized contracting support for--

(a) Requirements spanning multiple RCO areas.

(b) Specialized hospital equipment and services (centralized requirements).

(c) Domestic appliances and major commercial-equipment repair.

(d) Information management (IM), telecommunications equipment, systems software, and services.

(e) Total base maintenance.

(f) Theater-wide education requirements.

(g) Host-nation logistic support.

(h) Government-owned, contractor-operated (GOCO) equipment and facilities.

(i) Consolidated equipment and material requirements (lumber, office furniture, industrial and medical gases).

(j) Special and nontactical vehicles and forklifts.

(k) Guard services.

(l) Port services (Bremerhaven).

(3) RCOs provide decentralized contracting support for assigned organizations in their geographic area for--

(a) Facility repair and maintenance (minor construction).

(b) General and specialized supplies (hospital, chaplain, band, IM under $25,000).

(c) Indefinite-delivery contracts in the geographic area.

(d) Packing, containerization, and local-drayage services.

(e) Grounds maintenance, custodial services, and refuse-collection services.

(f) Utilities (for example, electricity, gas, heat, water).

(g) Port services (Vicenza).

(h) Vehicle rental and leasing.

(i) Petroleum, oil, and lubricants; and solid-fuel handling.

(4) ASGs are responsible for--

(a) Implementing an acquisition-management program, including acquisition planning, development of requirement or specification packages, and providing trained contracting officer's representatives (CORs) and quality-assurance evaluators. Each ASG is authorized an acquisition management staff officer (AMSO) who advises the commander and staff on acquisition matters.

(b) Determining minimum contracting-support requirements.

(c) Helping identify existing or potential sources.

(d) Developing and writing specifications and performance work statements.

(e) Completing DA Form 3953 (Purchase Request and Commitment) and forwarding complete requirements packets to the RCC or the RCO as appropriate.

(f) Monitoring the requirement progress through the AMSO.

(g) Providing personnel for evaluating technical proposals and performing technical evaluations.

(h) Ensuring proper and adequate funding is available.

(i) Nominating a qualified COR who will be responsible for monitoring contractor performance and liaison with the RCO and RCC.

(j) In the contract-administration phase, attending pre-performance conferences, ensuring a worksite and Government-furnished equipment are available to the contractor, coordinating actions through the COR, and ensuring CORs maintain and provide complete contract-file documentation to the RCO.

(5) BSBs are responsible for performing those functions outlined for the ASG for contract actions in their AOR.

SECTION IV
ENGINEERING SERVICES

B-12. PUBLIC WORKS AND HOUSING SERVICES

  a. Standard Services:

  (1) Facilities Maintenance Management. This service includes maintenance and repair for the following types of facilities:

  (a) Training and Operations (#31).

  (b) Maintenance and Production (#32).

  (c) Research, Development, Test, and Evaluation (RDT&E) (#33).

  (d) Supply (#34).

  (e) Administration (#35).

  (f) Army Family Housing (AFH) (#36).

  (g) Unaccompanied Personnel Housing (UPH) (#37).

(h) Community (#38).

(i) Medical/Hospital (#39).

(j) Maintenance--Improved and Semi-Improved Grounds (#40). This service includes ground maintenance, such as mowing, trimming, and raking.

(k) Maintenance--Unimproved and Semi-Improved Grounds (#41). This service includes the upkeep of grounds that are not classified as improved grounds.

(l) Building (Facilities) Maintenance--Other (#42). This service includes maintenance and repair of facilities not otherwise categorized.

(m) Maintenance--Surfaced Area (#43). This service includes maintenance and repair of roads, bridges, and other surfaced areas.

(n) Maintenance--Railroad (#49). This service includes maintenance and repair of railroad infrastructure, including track, trestles, and associated structures.

(2) Real Property Services/Operation of Utilities. This service includes--

(a) Heating/Cooling Services (#44). This service includes heating and cooling throughout the installation and in housing.

(b) Water Services (#45). This service includes water service throughout the installation and in housing.

(c) Wastewater Services (#46). This service includes wastewater service throughout the installation and in housing.

(d) Electrical Services (#47). This service includes electrical services throughout the installation and in housing.

(e) Other Utility Services (#48). This service includes utility and cable services not specified as a specific utility to the installation and housing.

(3) Housing Management.

(a) Family Housing (#50). This service includes--

<u>1</u>. General officer and family housing facilities.

<u>2</u>. Developing assignment procedures to maximize the use of family housing facilities.

NOTE: In Kaiserslautern, the U.S. Air Force provides family housing services.

(b) Transient Housing Management (#51). This service includes the operation of transient-housing facilities and is usually performed by the directorate of community activities. In some locations, ASG commanders have delegated management responsibility to the BSB directorate of public works (DPW).

(c) UPH Management (#52). This service includes activities associated with bachelor officers quarters and senior enlisted bachelors quarters.

(d) Furnishings Management (Non-SBC Service). This service includes the warehousing, issue, turn-in, and repair or disposal of furnishings, furniture, and equipment for AFH and UPH.

(4) Real Property Services/Facility Engineering Services: Real Estate/Real Property Administration (#55). This service includes real-property accountability (a record is established on each piece of real property and is updated as the property is improved or increases in value).

(5) Real Property Services/Municipal Services.

(a) Custodial Services (#57). This service includes janitorial services performed in installation facilities except for equipment cleaning.

(b) Indoor Pest Control (#58). This service includes developing and implementing building and facility pest-management strategies.

(c) Outdoor Pest Control (#59). This service includes developing and implementing open-space, pest-management strategies.

(d) Refuse Removal (#60). This service includes collecting and disposing of installation refuse.

(e) Snow and Sand Removal (#61). This service includes removing snow, sleet, ice, sand, and silt from areas where required.

(f) Real Property Demolition (#63). This service includes demolishing installation facilities and structures and disposing of residual material.

(g) Fire and Emergency Response Services (#68). This service includes developing and implementing fire-protection policy and programs.

(6) Environmental Services.

(a) Conservation Programs (#64). This service includes conserving and preserving natural and historic resources.

(b) Overseas Cleanup (#65). This service (formerly restoration) includes investigating, assessing, cleaning, and monitoring contaminated sites on the installation.

(c) Compliance Programs (#66). This service includes compliance inspections, Environmental Protection Act compliance, and pollution-abatement and environmental-engineering studies.

(d) Pollution Prevention Program (#67). This service includes programs to lessen the effect on the environment through--

1. Reducing or eliminating waste.

2. More efficient use of raw material and energy.

3. Reduced emissions of toxic and other undesirable material into the environment.

(7) Minor Construction (#62). This service--

(a) Includes managing activities associated with new construction and modification (erection, installation, expansion, extension) of facilities.

(b) Does not include operation and maintenance (O&M) maintenance and repair or military-construction-financed projects.

b. Nonstandard Services:

(1) Real Property Management.

(a) Facilities Engineering Services Management (#53).

1. The Office of the Deputy Chief of Staff, Engineer (ODCSENGR), HQ USAREUR/7A, is responsible for managing major barracks and environmental projects.

2. ASGs are responsible for managing major AFH and Operations and Maintenance, Army, projects.

3. BSBs are responsible for job-order contracts and for providing general engineering services; maintaining engineer-management systems, business-management systems, and databases; and for providing construction-management, inspection, and contract-inspection and -management services.

(b) Installation Master Planning (#54).

<u>1</u>. ASGs are responsible for installation master planning and the capital-investment strategy for the ASG AOR.

<u>2</u>. BSBs are responsible for installation master planning at the BSB level, including integrating and analyzing the installation master plan for managing and developing the installation's real property and facility requirements.

(c) Real-Estate Leases (#56).

<u>1</u>. The ODCSENGR is responsible for acquisitions and real-estate-lease easement and negotiations.

<u>2</u>. ASGs are responsible for programming, funding, and resourcing for their real-estate requirements. The 22d ASG has limited authority in real-estate matters as addressed in UR 405-9.

<u>3</u>. BSBs are responsible for identifying real-estate requirements.

(2) Engineer Support Center (ESC) Service (Non-SBC Service). This service includes centralized support for the acquisition, maintenance, repair, and disposal of furniture, appliances, dining-facility equipment, other engineer special-purpose installed equipment, and associated repair parts. The ODCSENGR manages ESC operations.

SECTION V
HEALTH SERVICES

B-13. MEDICAL, DENTAL, SOCIAL WORK, AND VETERINARY SERVICES
ASGs and BSBs are responsible for providing facility and logistic support for health and veterinary service facilities in their AOR, and for ensuring personnel in their AOR are aware of these services.

a. Standard Services: None.

b. Nonstandard Services:

(1) Medical and Occupational Health/Industrial Hygiene Services (Non-SBC Services).

(a) The Commanding General, United States Army Europe Regional Medical Command (ERMC) (Command Surgeon, USAREUR), directs and manages medical services.

(b) Occupational-health and industrial-hygiene services are provided under the authority and direction of the CHPPM-EUR.

(2) Dental Services (Non-SBC Service). The ERMC manages dental services.

(3) Social Work Services (refer to SBC Service #10).

(a) The Family Advocacy Program involves assessing and treating cases of child abuse or neglect and spouse abuse in the community.

(b) The head of the local social-work service office cochairs the case-review committee with the BSB commander.

(4) Veterinary Services (Non-SBC Service). The 30th Medical Brigade, V Corps, manages veterinary services.

SECTION VI
INFORMATION TECHNOLOGY

B-14. INFORMATION MANAGEMENT SERVICES

a. Standard Services: None.

b. Nonstandard Services: Communication Systems and System Support (#15), Visual Information Systems (#16), Document Management (#17), Information Systems Security (#18), Automation (#19), Information Technology Planning (#20).

(1) The Office of the Deputy Chief of Staff, Information Management, HQ USAREUR/7A, is responsible for managing IM services in USAREUR. Responsibilities include--

(a) Policy development.

(b) Program and resource management.

(c) Project-priority integration.

(d) Technical oversight of, and support to, ASGs.

(e) Defining IM services (for example, automation, communications, publications management, records management, visual information).

(2) The 5th Signal Command provides operations and maintenance of common-user IM services for USAREUR installations. The Commanding General, 5th Signal Command, serves as the Deputy Chief of Staff, Information Management, USAREUR. Responsibilities include systems design and acquisition, network management, network security, and intrusion detection.

(3) The Commander, 2d Signal Brigade (a subordinate unit of 5th Signal Command), provides general guidance and oversight to subordinate signal battalions, manages the USAREUR official-mail program, and operates the USAREUR Command Records Holding Area and Visual Information Services Europe. Battalion commanders in the 2d Signal Brigade serve as ASG directors of information management (DOIMs).

(4) ASG commanders are responsible for establishing a comprehensive program to manage IM support for host and tenant units in their AOR. The program includes managing funds required for "99" access to the host-country civilian telephone system, appointing an ASG telephone-control officer and a visual-information manager, and operating a visual-information-support center. The ASG commander provides letter input for the officer evaluation report of the 2d Signal Brigade battalion commander fulfilling ASG DOIM responsibilities.

(5) The ASG DOIM serves as the IM officer on the ASG commander's staff and is responsible for the overall IM program in the ASG or geographic support area. To provide direct customer support, DOIMs have established and operate regional service centers at ASG level, community service centers at BSB level, and information centers at AST level. Specific responsibilities include--

(a) Operations and maintenance of common-user information systems, including switched-voice service through their telephone dial central offices.

(b) E-mail service through community e-mail hosts.

(c) Common-user cable systems and their associated terminal equipment.

(d) Implementation and management of document-management programs.

(e) Serving as the IM representative on the ASG master planning board.

(f) Records and publications management assistance and training.

SECTION VII
LOGISTICS

B-15. LOGISTICS OPERATIONS

  a. Standard Services:

(1) **Asset Management (#26).** This service includes property-book management and associated transactions. ASGs also provide tactical property book officers for satellite units.

(2) **Food Services/Troop Issue Subsistence Activity (TISA) (#29).** This service includes supporting APF dining facilities and TISAs in each AOR, which involves appointing an accountable officer; supporting the Army Food Management Information System (AFMIS), Subsistence Total Order Receipt Electronics System (STORES), and

Automated Head Count System; and providing management oversight for prime-vendor and automated-food-service databases and programs. ASGs also support Army and Air Force Exchange Service (AAFES) school cafeterias.

b. Nonstandard Services:

(1) Supply Operations.

(a) Retail Supply (#24).

1. The ASG executes retail-supply services. These services include operating a supply support office (SSO) and self-service supply center (SSSC); receipt, storage, and issue-requisition processing; and equipment turn-in. The SSO may be located at a BSB instead of the ASG. The 22d ASG maintains a contingency warehouse in support of its tactical mission. The supply support activity (SSA) maintains a map-storage facility and chemical-defense equipment.

2. Central-receiving and break-bulk points provide BASOPS supply support to military units, civilian agencies, and other activities in the ASG AOR. Types of supplies supported through the SSO are as follows:

a. Class 2 (for example, clothing, individual equipment, tool kits, administrative supplies).

b. Class 4 (for example, construction material, installed equipment, fortification material (such as sandbags)).

c. Class 6 (personal demand items for chaplain requirements only).

d. Limited class 7 (major end items, such as vehicles and mobile repair equipment).

e. Class 9 (nontactical (for example, kits to repair assemblies)).

NOTE: During contingency operations, this service provides BASOPS support for all classes of supplies (1 through 10, except for class 8 (medical)) and coordination and support for units and activities operating in and transiting through the ASG AOR.

(b) Central Issue Facility (CIF) (#25).

1. The 21st Theater Support Command (Provisional) (21st TSC (Prov)) is responsible for the overall management of the consolidated CIF program, including asset management, funding, visibility, and repair.

NOTE: The 22d ASG is responsible for its own program.

2. ASGs operate, maintain, and staff their CIFs to work according to the policy of 21st TSC (Prov) and the Office of the Deputy Chief of Staff, Logistics (ODCSLOG), HQ USAREUR/7A. ASGs provide command supervision to CIF managers in their AOR.

(c) Materiel-Support Maintenance (#27). Materiel-support maintenance is regionalized. The BASOPS Maintenance Center (BMC), part of the General Support Center, Europe (GSC-E), 21st TSC (Prov), supports ASGs in Germany. The 100th ASG has a joint materiel maintenance activity (MMA), and the 22d and 80th ASGs have installation materiel maintenance activities (IMMAs). The IMMAs at the 22d and the 80th ASGs provide tactical and BASOPS maintenance.

1. The 21st TSC (Prov), through the GSC-E, is responsible for managing and executing materiel-support maintenance. Responsibilities include maintaining special-purpose equipment, nontactical vehicles in USAREUR's remnant fleet (those not managed by the Interagency Fleet Management System (IFMS)), office furniture and appliances, and commercial equipment.

2. The BMC operates USAREUR privately owned vehicle (POV) inspection stations in the central region. The 22d ASG operates POV-inspection stations in Italy. The host nation performs POV inspections in the 80th ASG in Belgium according to the NATO Status of Forces Agreement (SOFA) (POVs are not USAREUR-registered). The BMC provides on-site liaison through customer-service teams at most ASGs, BSBs, and ASTs.

3. The commanders of the 22d and 80th ASGs have the same responsibility for their IMMAs as the 21st TSC (Prov) has for the BMC in the central region. Operations in the 100th ASG AOR are a joint venture between the BMC and the 100th ASG.

<u>4</u>. ASG commanders evaluate and provide information on BMC performance each quarter to the Director, BMC. ASG commanders also supervise the ASG maintenance manager, who serves as liaison between the BMC and the ASG.

(2) Transportation Services (#28).

(a) Nontactical Vehicles (NTVs). The IFMS is the primary NTV provider in theater. The IFMS is also responsible for maintaining and disposing of vehicles they provide.

<u>1</u>. ASGs manage and fund NTV requirements for units in their AOR, including USAREUR units and non-USAREUR units that are supported through interservice support agreements (ISAs).

<u>2</u>. BSBs are responsible for--

<u>a</u>. Managing and operating transportation motor pools in their AOR.

<u>b</u>. Related requisite reports (for example, IFMS reports).

<u>c</u>. Tracking manpower- and equipment-review teams from the Office of the Deputy Chief of Staff, Resource Management (ODCSRM), HQ USAREUR/7A.

<u>3</u>. The NTV Team, Transportation and Troop Support Division, ODCSLOG, is responsible for USAREUR NTV policy and management oversight. This includes liaison and reporting to HQDA and Headquarters, United States Army Tank Automotive Command (HQ TACOM). The ODCSLOG is the central acquisition-approval authority under a memorandum of understanding (MOU) with HQ TACOM for all NTV classes (centralized or decentralized), special-purpose equipment, and other items in the remnant fleet (those not under the control of the IFMS).

(b) Mass-Transit Services.

<u>1</u>. Directorates of logistics (DOLs) manage the mass-transit program for their commanders. This service primarily provides vans and buses for official travel between offices and outlying worksites; transporting unaccompanied soldiers between troop billets and the worksite; and transporting soldiers, civilians, and family members living in areas isolated from life-support facilities.

<u>2</u>. Mass transit may also be made available to support contingency operations and for related garrison support. Commanders will determine mass-transit routes and schedules and obtain annual certification from the ODCSLOG.

(c) Consolidated Personal Property Shipping Office (CPPSO).

<u>1</u>. The CPPSO is centralized in Grafenwöhr and managed by the ODCSLOG. The CPPSO mission is to ensure consistent, high-quality movement of personal property. This mission includes responsibility for contractor and contract-agent bookings and management related to household goods and unaccompanied baggage. The 80th and 22d ASGs operate their own personal property processing offices (PPPOs) and personal property shipping offices.

<u>2</u>. ASGs are responsible for command supervision of the personnel at PPPOs who conduct individual soldier counseling for personal-property outbound moves and inbound-shipment deliveries.

<u>3</u>. The ASG assumes responsibility for POV storage when tactical units deploy.

(d) Passenger Movement. The Deputy Chief of Staff, Logistics, USAREUR, is the overall manager of the passenger-movement service.

<u>1</u>. ASGs and the BSB-level installation transportation offices (ITOs) and alternate CORs (ACORs) provide oversight of the commercial, official, and leisure travel contracts. The ODCSLOG has COR responsibility for the USAREUR official travel-services contract. The Office of the Deputy Chief of Staff, Personnel (ODCSPER), HQ USAREUR/7A, is the overall manager for the leisure-travel services. The services are accomplished through command supervision of the ASG site COR (SCOR). SCORs are responsible for ensuring acceptable contract execution and compliance.

<u>2</u>. ASG commanders are members of the USAREUR Travel Management Committee (TMC) executive group. The ASG director of logistics or the DOL transportation officer is usually the TMC working-group member.

<u>3</u>. BSBs are responsible for command supervision of ACORs and the ITOs who serve as back-up for ACORs. These officers determine local travel entitlements and monitor execution of the official travel contract.

<u>4</u>. The ASG is responsible for reconciling centrally billed accounts used for the Bank of America VISA Travel Card Program.

(e) Driver Training and Testing Service.

<u>1</u>. Each ASG provides POV and military NTV training and licensing. Programs are designed to ensure compliance with the SOFA and European licensing laws.

<u>2</u>. DOLs ensure that activating Reserve units are properly trained and licensed before deploying to the European theater.

(3) Laundry and Dry Cleaning Services (#30).

(a) Execution of laundry and dry-cleaning services varies in USAREUR. The 22d ASG provides a Government-owned, Government-operated laundry for customers in Italy. A contractor-owned, contractor-operated (COCO) operation in Italy handles the laundry for hospital and medical requirements. The 98th ASG manages a single GOCO contract for Germany. The 80th ASG manages a COCO operation and provides command supervision over the COR in the BSB.

(b) Commanders, 98th and 22d ASGs, ensure that enough resources are provided to Army-installation laundry and dry-cleaning facilities and that plans are in place to provide backup services in case of emergencies, such as facility outages or mobilization requirements. Commanders can use interservice agreements or commercial contracts to arrange for this service.

(c) ASG commanders must ensure that their DOL, with the DPW environmental offices and staff judge advocate offices, ensures that their laundry and dry-cleaning operations comply with applicable host-nation and local environmental statutes and regulations.

(4) Other Logistics Operations.

(a) Defense Reutilization and Marketing Service (DRMS) (Non-SBC Service).

<u>1</u>. The DRMS, a Defense Logistics Agency organization, manages the receipt and the disposal of excess property in the European theater.

<u>2</u>. ASGs support the DRMS on a reimbursable basis. ASGs are not directly responsible for conducting DRMS operations.

(b) Mortuary Services (Non-SBC Service). The ODCSLOG manages mortuary services.

<u>1</u>. The United States Army Memorial Affairs Activity, Europe (USAMAA-E), under the operational control of the Assistant Chief of Staff, Logistics, 21st TSC (Prov), is responsible for preparing, disposing of, transporting, shipping remains of, and providing funeral services for military and civilian personnel. The USAMAA-E is also responsible for conducting search-and-recovery missions of missing-in-action personnel from World Wars I and II, and for helping with mass-fatality-recovery operations.

<u>2</u>. ASGs coordinate with their supporting medical activity for the effective control, timely movement, and processing of deceased U.S. personnel. As appropriate, ASGs work with individual units.

SECTION VIII
OPERATIONS

B-16. BASE OPERATIONS

a. Standard Services:

(1) Installation Security Program Management Support (#21). This service includes--

(a) Conducting counterintelligence-support activities.

(b) Providing security training for BSB personnel and security inspections of BSB facilities.

(c) Administering foreign-disclosure, installation-information, and personnel-security programs.

(2) Force Protection (#22). This service includes implementing the USAREUR Force Protection Program according to UR 525-13 with STC guidance by--

(a) Combating terrorism by--

1. Conducting antiterrorism training, education, and assessments.

2. Enhancing physical security.

3. Adhering to established operations-security directives.

4. Providing protective services for high-risk personnel.

5. Conducting law-enforcement operations.

6. Implementing and executing USAREUR antiterrorism/force protection standards according to UR 525-13.

7. Establishing and maintaining communication with host-nation agencies to coordinate for support from host-nation officials and Government agencies.

(b) Publishing and maintaining a current operation order (OPORD), operation plan (OPLAN), or regulation directing force protection.

(c) Keeping local tactical- and tenant-unit commanders informed of DOD force-protection requirements at the installation level.

(d) Recommending and coordinating with the servicing provost marshal office a random, antiterrorism-measures program for each community based on threat-condition levels.

(e) Establishing and maintaining a quick reaction force in each BSB to perform augmentation missions according to community force-protection plans.

(f) Establishing an emergency-operation center that includes the staff principals needed to manage force-protection operations.

(g) Assessing the terrorist threat and coordinating and publishing an annual terrorist-threat statement for the AOR.

(3) Arms Control Implementation (Non-SBC Service). This service includes--

(a) Exercising arms-control treaty and agreement implementation responsibility and authority over U.S. organizations in the ASG AOR.

(b) Scheduling and conducting a USAREUR-level, Conventional Forces, Europe (CFE), readiness evaluation each training year on each declared site in the ASG area for each object of verification and unit in the common areas. Conducting ASG-level CFE training each quarter.

(c) Updating (each year) conventional armaments and equipment subject to the arms-control treaty, and personnel information for units in the ASG AOR.

(d) Appointing declared-site commanders and providing BASOPS support beyond the declared-site commander's capability.

(e) Complying with treaty requirements for inspections (CFE, confidence- and security-building measures, chemical-weapons convention, intermediate-nuclear forces, and open skies) in the ASG AOR.

(4) Host Nation/Government Relations (Non-SBC Service). This service includes--

(a) Establishing and maintaining communication with local host-nation officials and Government agencies.

(b) Ensuring the local U.S. population is informed of significant host-nation matters and that host-nation officials are notified of USAREUR plans and programs.

(c) Ensuring official military activities in the eastern German States are coordinated with the ODCSOPS.

(d) Providing administrative and logistic support to U.S. Forces liaison officers (USFLOs) and alerting USFLOs and higher headquarters of potential or actual political issues.

(e) Conducting and monitoring political-military relations at the ASG level.

(5) Stationing Planning and Execution (Non-SBC Service). This service includes--

(a) Preparing plans, priorities, timelines, and schedules for realigning selected installations in the ASG AOR based on USAREUR guidance.

(b) Reviewing requests and recommendations by tenant units, staffs, and organizations for real-property use (for example, facilities, land, and buildings in the ASG AOR).

(c) Closing selected installations and accepting custodial responsibilities or returning installations to the host nation as required.

(d) Coordinating procedures to reassign personnel and transfer or turn in equipment according to realignment or reduction plans.

(6) Noncombatant Evacuation Operations (NEO) Program (Non-SBC Service). This includes service implementing the Department of State and USAREUR NEO program by--

(a) Developing, publishing, implementing, and maintaining an OPORD, OPLAN, or regulation that specifies local procedures for implementing UR 525-27.

(b) Establishing and maintaining a database of noncombatants in the ASG AOR, including BSBs and tactical units.

(c) Conducting an initial NEO program orientation for newly arrived personnel, and periodic refresher orientations.

(d) Implementing and enforcing periodic quality-assurance checks of files, records, and systems in conjunction with other activities, including predeployment and soldier-readiness processing.

(e) Submitting an F-77 Potential Evacuees Report to HQ USAREUR/7A and the Department of State every 2 years (UR 525-27).

(7) Deployment Support Planning/Deployment Support Operations (Non-SBC Service). This service includes--

(a) Developing, publishing, implementing, and maintaining an operation order, plan, or regulation that specifies procedures for implementing applicable USAREUR OPLANs and URs.

(b) Coordinating and prepositioning to the extent possible required material and support agreements or contracts.

(c) Identifying (with other staff sections and tactical units) required sites, site commanders, and support personnel.

(d) Planning for and operating deployment and redeployment operations 24 hours a day when required.

(e) Establishing and operating deployment-support sites 24 hours a day to provide the personnel, materiel, and equipment needed to execute deployment plans when required.

(f) Coordinating, organizing, directing, and overseeing the implementation of predeployment-processing support.

(8) Emergency Response Planning/Emergency Management (Non-SBC Service). This service includes--

(a) Developing, publishing, implementing, and maintaining an OPORD, OPLAN, or regulation that specifies procedures for implementing applicable USAREUR OPLANs or functional plans and for handling situations not addressed by higher-headquarters planning documents.

(b) Prepositioning required material and coordinating support agreements and contracts to the extent possible.

(c) Operating an emergency-operation center as a command-and-control base, a communications clearing house, and planning hub during actual operations.

(9) Airfield Management (Non-SBC Service). ASGs must implement the provisions of UR 95-1 and--

(a) Conduct frequent and regular interface with local and regional host-nation governments and government agencies responsible for airspace management and security.

(b) Ensure proper security of airfields and facilities (for example, lighting, fencing).

(c) Include airfield maintenance and upkeep (for example, for landing strips, taxiways, beacons and lights, markers and transponders) in long-range planning, programming, and budgeting activities (including engineering and overall resourcing).

(d) Plan, program, and conduct regular facilities maintenance (for example, on hangars).

(e) Provide refuel capability and support.

(f) Provide air-traffic-control capability and support (both personnel and equipment) to ensure integration into and connection with other military and civilian air-traffic-management systems.

(g) Provide emergency management and emergency services.

(10) Inprocessing Training Centers (Non-SBC Service). ASGs plan for and BSBs carry out the implementation of URs 350-1 and 612-1 by--

(a) Developing, publishing, implementing, and maintaining an OPORD, OPLAN, or regulation that specifies procedures for implementing UR 612-1.

(b) Providing facilities, including ranges, to support requirements.

(c) Ensuring that community agencies provide required support according to UR 612-1.

(11) Exercise Support Planning /Execution (non-SBC service). This service includes--

(a) Coordinating directly with tenant tactical units to develop and maintain a schedule of training events requiring support beyond the capability or authority of the tactical unit.

(b) Scheduling the use of required facilities to provide community-support services and training support at acceptable levels.

(c) Prepositioning required material and coordinating support agreements and contracts (to the extent possible) for support services. This includes executing agreements and contracts when required.

(12) Training Support and Range Operations/Maintenance (Non-SBC Service). With STCs, ASGs plan for and BSBs carry out implementation of URs 350-1 and 350-220 by--

(a) Developing, publishing, implementing, and maintaining an annual training-support plan that identifies range and training-facility scheduling, scheduling requirements, and basic operating procedures.

(b) Maintaining appropriate liaison with local and national government agencies and host-nation military agencies that oversee the use of local training areas and ranges.

(c) Prepositioning required material and coordinating support agreements and contracts (to the extent possible) for training support and range maintenance.

(d) Coordinating with the United States Army Training Support Activity, Europe, for the issue, maintenance, and turn-in of training aids, devices, simulators, and simulations (TADSS) equipment (including the Multiple Integrated Laser Engagement System (MILES)), and providing TADSS support across the ASG AOR.

b. Nonstandard Services: None.

SECTION IX
PERSONNEL AND COMMUNITY

B-17. EDUCATION

a. Standard Services: Continuing Education Services (#14). This service includes--

(1) USAREUR command-level management of the voluntary adult and continuing education program, including planning, needs assessment, programming, and evaluation of the Army Continuing Education System (ACES) program commandwide.

(2) Providing voluntary, offduty education programs for self-development to support professional and personal goals. Offduty programs include post-secondary programs, tuition assistance, and academic testing.

(3) Providing onduty education programs to support training, including high school completion, Army personnel testing, the Advanced Skills Education Program, and academic and vocational counseling.

(4) Supporting other command training requirements by providing contract management and instructional quality assurance for host-nation language instruction (Headstart) and refresher-maintenance language instruction for Army linguists.

(5) Supporting the extension of ACES programs and services through direct oversight and support to Army education activities in support of deployed soldiers and at remote sites.

b. Nonstandard Services: None.

B-18. CIVILIAN PERSONNEL MANAGEMENT
The Civilian Human Resource Management Agency (CHRMA) carries out all aspects of the USAREUR civilian personnel program for APF and NAF U.S. citizen and LN employees in Belgium, Germany, Italy, Luxembourg, The Netherlands, and the United Kingdom. The CHRMA consists of the Civilian Personnel Directorate, forward-located civilian personnel advisory centers (CPACs) and subordinate branch offices, and a Civilian Personnel Operations Center (CPOC). The CPOC provides the administrative and technical support to the program, including processing and maintaining personnel actions and records, except for LN actions outside Germany, which are handled by the servicing CPAC.

a. Standard Services: None.

b. Nonstandard Services:

(1) Organizational and Job Design (#1).

(a) The CPOC is responsible for providing primary advice and guidance to management officials and supervisors on--

1. Organization and job design.

2. Classifying U.S. and LN positions.

3. Maintaining organizational databases and associated administrative functions.

4. Position management (organization and job-design studies).

5. Implementing new position-classification standards.

6. Processing classification appeals.

7. Processing and approving special allowances and differentials.

<u>8</u>. Processing position-related changes and pay-tariff changes for LN employees in Germany.

(b) CPACs are responsible for providing day-to-day advice on position and organization structures. The CPAC refers management officials to the CPOC for changes in position or organization structure.

(c) ASGs are responsible for assuring the position and organizational structures in the ASG effectively accomplish assigned missions while making most-efficient use of resources. Supervisors and individual management officials certify that position descriptions accurately describe duties performed. ASG commanders are authorized to assign titles, series, and grades to individual positions under their command and may do so within the limits of delegated authority.

(d) BSBs are responsible for assuring the position and organization structures in the BSB effectively accomplish assigned missions while making the most efficient use of resources. Supervisors and individual management officials certify that position descriptions accurately describe duties performed.

(2) Filling Jobs (#2).

(a) The CPOC is responsible for administering the U.S. recruitment and placement program, including short- and long-range planning, merit promotion, external recruitment, family-member hiring, career management, and reduction in force (RIF). Responsibilities include--

<u>1</u>. Publicizing vacancies.

<u>2</u>. Receiving and rating applications of U.S. applicants.

<u>3</u>. Maintaining applicant-supply files.

<u>4</u>. Preparing and dispatching referral lists of U.S. candidates eligible for vacant positions.

<u>5</u>. Consulting with management officials when necessary to assure high-quality referral lists.

<u>6</u>. Final-coding action requests filled through CPOC referrals.

(b) CPACs are responsible for--

<u>1</u>. Processing noncompetitive recruitment actions for U.S. positions and for administering the LN recruitment and placement program.

<u>2</u>. Helping management officials with personnel-action requests and using referral lists.

<u>3</u>. Providing general advice to applicants on job opportunities and RESUMIX application procedures.

<u>4</u>. Validating eligibility and status.

<u>5</u>. Counseling, registering, and rating applicants, including those registered in the Priority Placement Program.

<u>6</u>. Making the job offer after management officials select a candidate.

<u>7</u>. Inprocessing employees.

(c) Serviced organizations, including ASGs, are responsible for working with the CPAC and CPOC to develop recruitment parameters and select candidates for vacant positions. The ASG certifies fund availability for positions in the BSBs and ASTs.

(d) BSBs are responsible for working with the CPAC and CPOC to develop recruitment parameters and select candidates for vacant positions in the BSB.

(3) Employee Services (#3).

(a) The CPOC is responsible for--

1. Processing U.S. and LN nonrecruitment actions, such as name changes and registration in various benefit programs available to U.S. employees (for example, health and life insurance, living quarters allowance, post allowance, and the Thrift Savings Plan).

2. Processing actions for U.S. retirements, workers compensation, nontemporary storage, requests for deposit or redeposit for creditable service, travel orders for renewal agreement travel, permanent change of station (PCS), leave without pay, and terminal leave without pay.

3. Providing the official notification of action to the appropriate payroll office, management officials, and employees.

4. Maintaining and acting as custodian of the official personnel folders for serviced employees.

(b) CPACs are responsible for--

1. Counseling and advising employees and management officials on employee benefits and entitlements.

2. Collecting necessary paperwork from employees, assuring it is correct and complete, and forwarding it to the CPOC for final processing.

3. Advising employees on changes to personal data in the DOD database.

4. Advising employees and management officials on, and preparing orders for, PCS travel.

5. Verifying employment status for employees in order for them to obtain identification cards, passports, and medical care.

6. Helping and advising employees and management officials with processing claims resulting from on-the-job injuries.

(c) Serviced organizations, including ASGs and BSBs, are responsible for prompt and complete reporting of on-the-job injuries for their employees.

(4) Workforce Effectiveness (#4).

(a) The CPOC is responsible for--

1. Processing paperwork to maintain employee data in the DOD automated database.

2. Planning, coordinating, and helping centrally administered civilian training in USAREUR.

3. Processing applications for long-term training and DOD service schools.

4. Career program management.

5. Administering the USAREUR overseas rotation policy.

6. Managing merit system protection board appeals, EEO complaints, and grievances for cases involving CPOC employees.

7. Implementing EEO appeals and grievance-settlement agreements.

(b) CPACs are responsible for--

1. Regularly meeting with management officials to assess organizational needs, morale, and employee productivity.

2. Counseling and advising employees and management officials on awards, discipline, grievances, and appeals.

<u>3</u>. Working with management officials and legal advisors to develop cases and write proposal and decision letters. In cases involving a grievance or an appeal, the CPAC works with management officials and legal advisors to analyze the issues and develop proposed management positions.

<u>4</u>. Reviewing proposed settlement agreements in terms of substance, regulatory compliance, and past practice.

<u>5</u>. Coordinating proposed settlement agreements with the CPOC to ensure that personnel actions in the agreement can be processed according to current laws, rules, and regulations.

<u>6</u>. Receiving, reviewing, and forwarding the necessary paperwork for awards, appraisals, and disciplinary and adverse actions.

<u>7</u>. Providing employee-orientation briefings, training for supervisors of LN employees, and other locally sponsored training.

(c) Serviced organizations, including ASGs, are responsible for developing, coordinating, and implementing training for civilian employees and military supervisors of civilian employees assigned to the ASG, and for helping subordinate BSBs meet their training needs. ASGs coordinate with the CPOC for centrally administered training. ASGs monitor incentive awards and the employee-relations program to ensure equitable and efficient use of training.

(d) BSBs are responsible for developing, coordinating, and implementing training for civilian employees and military supervisors of civilian employees assigned to the BSB. BSBs monitor incentive awards and the employee-relations program to ensure equitable and efficient use of supervisory training.

(5) Workforce Transition (#5).

(a) The CPOC--

<u>1</u>. Is responsible for administering the U.S. RIF program, establishing competitive levels, and coordinating with commanders and CPACs to establish competitive areas.

<u>2</u>. Establishes retention registers, makes assignments under RIF procedures, puts personnel actions into effect, and updates the DOD personnel database.

(b) CPACs are responsible for advising commanders, managers, and resource managers on personnel aspects of RIFs. The CPAC counsels employees on their regulatory and legal rights, placement entitlements, and the various placement-assistance programs.

<u>1</u>. For U.S. personnel, the CPAC coordinates with local commanders and the CPOC to establish competitive areas; enrolls employees in placement-assistance programs and maintains and updates enrollment; makes job offers rendered through placement-assistance programs; and helps employees with reassignment, including PCS moves, if necessary.

<u>2</u>. For LN employees in Germany, the CPAC--

<u>a</u>. Advises management officials on preparing justifications for position reductions and subsequent employee terminations.

<u>b</u>. Advises and coordinates with management officials on matters requiring participation of labor representatives at local and intermediate levels.

<u>c</u>. Makes job offers rendered through placement-assistance programs, and initiates associated personnel actions.

<u>d</u>. Provides assistance to the central LN RIF team, as needed, to prepare complete RIF documentation.

<u>e</u>. Helps management officials deliver RIF notices to affected employees.

(c) ASGs determine which positions and the number of positions to be eliminated based on USAREUR guidance or according to HQ USAREUR/7A final decision.

(d) BSBs are responsible for providing necessary information to ASGs for use in making reduction determinations.

(6) Nonappropriated Fund (NAF) Personnel Program Support (#6).

(a) For U.S. NAF employees, the CPOC has no responsibility for recruitment actions. NAF LN employees in Germany are treated the same as APF LN employees.

(b) CPACs are responsible for providing NAF personnel support for their assigned geographic and organizational area, including U.S. civilian-personnel administration. This support includes--

1. Establishing positions.

2. Classifying position descriptions.

3. Soliciting and rating applications.

4. Referring eligible candidates to management officials.

5. Inprocessing selectees.

(c) ASGs are responsible for administering NAF assets, resourcing the NAF personnel function, and performing management responsibilities.

(d) BSBs are responsible for performing management functions for the NAF programs in their AOR.

B-19. MILITARY PERSONNEL SUPPORT

a. Standard Services: Substance Abuse (#9). This service includes--

(1) Administering alcohol and drug abuse programs.

(2) Conducting alcohol and drug abuse prevention activities.

(3) Providing alcohol and drug abuse counseling.

b. Nonstandard Services:

(1) Military Personnel Manning (#7).

(a) The 1st Personnel Command (1st PERSCOM) is responsible for enlisted- and officer-strength management and personnel-services-support for USAREUR. The 1st PERSCOM distributes officers theaterwide according to the applicable FY officer distribution plan (ODP). The ODP distributes officers to USAREUR commands (UR 10-5, app A) and to the HQ USAREUR/7A staff. 1st PERSCOM's responsibilities include receiving officers into theater (64th Replacement Company).

(b) USAREUR commands are responsible for--

1. Managing their portion of the ODP and assigning officers to a particular line and paragraph position or pinpoint-unit assignment.

2. Reporting pinpoint assignments to 1st PERSCOM so that the inbound officer's losing command is informed.

3. Active and Reserve Component personnel-service support.

(c) ASGs are responsible for monitoring BSB inprocessing systems. ASGs will ensure that BSBs and ASTs provide adequate support to incoming and departing personnel.

(d) BSBs are responsible for providing a central inprocessing and outprocessing center for their AOR. The BSB ensures that--

<u>1</u>. A sponsor or a member of the unit of assignment meets the soldier on arrival at the reception center.

<u>2</u>. Administrative support (for example, housing, finance, medical, dental, transportation, military records) is centralized.

<u>3</u>. Personnel arriving at units in the AOR receive common-core training (for example, alcohol and drug abuse prevention, Army Community Service, security and threat briefings) and CIF support appropriate for the unit of assignment.

(2) Military Personnel Services (#8).

(a) The 1st PERSCOM is responsible for providing personnel in theater with clear guidance on essential, personnel service-support issues. This service includes--

<u>1</u>. Developing broad theater procedures for personnel services.

<u>2</u>. Serving as theater proponent for awards and decorations, retirements and separations, identification documents, leaves and passes, personnel promotions and reductions, evaluations, military orders, personnel-office operations, and record systems.

<u>3</u>. Issuing theater guidance on mobilization and contingency operations.

<u>4</u>. Maintaining effective e-mail service and a webpage on the World Wide Web to distribute personnel information to the command.

<u>5</u>. Distributing centralized promotion and selection lists.

<u>6</u>. Providing theater support for personnel readiness, accounting, replacement operations, personnel actions, casualty operations, and Army Career and Alumni Program and other transition-service programs.

(b) Personnel detachments (PDs) provide--

<u>1</u>. Personnel services and postal support in the AOR.

<u>2</u>. Personnel and personnel services to support the transition to war or stability operations, rapid deployment of the PD or subordinate units, and sustainment operations.

B-20. MORALE, WELFARE, AND RECREATION

a. Standard Services:

(1) Army Community Service (#10). This service includes the Exceptional Family Member Program, family-member employment assistance, relocation, outreach, information, referral, and follow-up. Also included are the Army Emergency Relief program, foster care, the installation volunteer coordinator program, the family advocacy program (prevention of child and spouse abuse), consumer affairs, and Army family team building. On order, Army Community Service offices provide deployment assistance by serving as family-assistance centers.

(2) Child and Youth Services (#11). This service includes child and youth programs. Child development services include center-based childcare, family childcare in certified Government quarters, and child development supplemental programs and services (SPS) for children 4 weeks to 5 years old. SPS program personnel maintain central enrollment and waiting lists, handle registration, and coordinate special and short-term childcare. School-age services and youth services provide options for children ages 6 to 10 and 11 to 15 years old, after-school options, and all-day options when school is not in session.

(3) Fitness and Recreation Services (#12). This service includes--

(a) Fitness and recreation programs and services, such as sports, library services, outdoor recreation, arts and crafts, auto crafts, entertainment.

(b) The Better Opportunities for Single Soldiers program.

(4) Business Operations (#13). This services includes category C business programs and activities, such as bowling, billeting, golf, community clubs, theme restaurants, beverage and entertainment services, rod and gun clubs, catering, special events, retail activities, NAF concessionaire contracting, and special events. Services in this paragraph are standard except for marketing, food and beverage warehousing, and morale, welfare, and recreation (MWR) management information services (MIS) (para b(3)).

b. Nonstandard Services:

(1) Marketing (Non-SBC Service).

(a) The ODCSPER provides operating standards, guidance, and policy for marketing activities in USAREUR.

(b) Marketing activities for ASGs in Germany are organized into three regionalized marketing centers (RMCs). RMCs provide marketing support to authorized MWR programs in the area served. Services include generating and executing marketing strategies, research and analysis, graphic support, commercial sponsorship, advertising sales, and strategic planning for MWR.

(c) Hosting ASGs are responsible for managing RMCs and providing logistic and other support services to the RMC.

(d) Supported ASGs are responsible for ensuring that approved funding support is transferred to the RMC.

(e) Outside Germany, the 22d and 80th ASGs provide marketing support as described in (1)(b) above. The Marketing Division, 22d ASG, also provides customer-service training to ASG MWR personnel.

(f) BSBs are responsible for providing--

<u>1</u>. Logistic support (office space, utilities, maintenance, transportation, supplies, reproduction service) to BSB marketing cells.

<u>2</u>. Feedback to ASGs and the RMC or ASG marketing manager on the effectiveness of marketing support.

<u>3</u>. Input to the RMC or ASG on the personnel management of BSB marketing cells.

(2) Food and Beverage Warehousing (Non-SBC Service).

(a) Food and beverage distribution centers (F&BDCs) serve three regions in Germany.

(b) Hosting ASGs are responsible for providing overall management supervision to ensure commonly used resale items and supplies are provided to MWR activities, units, and concessionaires in a timely manner and with minimum administrative overhead and cost.

(c) BSBs will use regional-distribution-center warehouses as the sole source for food, beverage, and supply items, except for items not stocked by the F&BDC (fresh fruit, vegetables, and milk).

(d) The 22d ASG does not receive food-and-beverage warehousing support from a regional distribution center; a centralized warehousing point provides service to all elements in the 22d ASG.

(3) MWR Management Information Services (Non-SBC Service). This service includes hardware and software support for Army MWR automation systems and is centrally managed by the Community and Family Support Center (CFSC), HQDA, for the Army MWR Board of Directors.

(a) The ODCSPER is the liaison office for this service and will coordinate MWR MIS issues at this level and attend MWR MIS Steering Committee meetings.

(b) ASG directorate of community activities (DCA) IM offices, in coordination with ASG DOIMs, will provide information-technology support to ASG MWR activities in support of locally created DCA requirements, standard systems mandated by the Army MWR Board of Directors, and ODCSPER operating requirements for each MIS function in the ASG AOR.

B-21. OTHER COMMUNITY SERVICES

a. Standard Services: None.

b. Nonstandard Services:

(1) Department of Defense Dependent Schools (DODDS) (Non-SBC Service). This service is centrally managed by the Department of Defense Education Activity.

(a) The ODCSPER is the Department of Defense Dependents Schools, European Region (DODDS-Eur), liaison and will coordinate DODDS issues at this level.

(b) The Headquarters, DODDS, School Liaison Officer--

1. Coordinates USAREUR Component Commanders Advisory Council meetings. This council includes--

a. The DCG, USAREUR/7A.

b. The Deputy Chief of Staff, Personnel, USAREUR.

c. ASG commanders and ASG school liaison officers.

d. The Headquarters, DODDS, School Liaison Officer.

e. DODDS-Eur executives.

2. Prepares USAREUR DODDS input to the European Schools Council Dependent Education Council and the Advisory Council on Dependent Education.

3. Attends DODDS triservice council meetings.

(c) ASGs, in coordination with district DODDS administrators and school principals, determine service and operating requirements for each DODDS facility in the ASG AOR. ASG and BSB commanders hire school liaison officers to help with school issues. ASGs--

1. Establish area councils and conduct council meetings at which parent-teacher-association issues may be discussed.

2. Provide representation to district school councils.

3. Provide operational support for DODDS according to signed MOUs between the CG, USAREUR/7A, and DODDS-Eur.

(2) Army Family Action Plan (AFAP) (Non-SBC Service).

(a) The AFAP is a corporate document for addressing community needs. The AFAP is the product of an annual BSB family force forum that raises issues of concern and makes recommendations on how to resolve them. Members of the community, active duty personnel, retirees, DOD civilians, and their family members are involved in all aspects of the AFAP.

(b) Issues that cannot be resolved at the BSB level are raised to the ASG level and then to HQ USAREUR/7A. Issues that cannot be resolved at HQ USAREUR/7A level are forwarded to the CFSC, HQDA. USAREUR commands and the CFSC conduct AFAP conferences every 2 years and use AFAP action teams to address issues during nonconference years.

(c) The CFSC publishes an updated AFAP report following the semiannual review of issues conducted by the general officer steering committee.

(3) DOD Touring Shows (Non-SBC Service).

(a) This service is centrally managed by the Armed Forces Professional Entertainment Office.

(b) The ODCSPER is the liaison office for this service and coordinates requests and schedules at this level. The ODCSPER will schedule directly with installation representatives at the BSB level and provide courtesy schedules to applicable ASGs.

(4) Command Entertainment Program (Non-SBC Service).

(a) This service, which involves the Tournament of Plays competition, the One-Act Play Festival, the Battle of Bands competition, and the Search for the Stars competition, is centrally managed by ODCSPER. The ODCSPER provides--

1. Oversight and direction for BSB qualifying events and programs.

2. Judges, technicians, awards, and logistic support for command-level finals.

(b) After the ASG commander gives initial approval, the ODCSPER will coordinate directly with installation representatives at the BSB level and provide courtesy schedules to applicable ASGs.

(5) Private Organization (PO) Operations (Non-SBC Service).

(a) The ODCSPER is the liaison office for POs and will coordinate PO issues at HQ USAREUR/7A level and attend applicable PO triservice council meetings.

(b) ASGs have primary responsibility for PO oversight and administration in their AOR and provide operational support for PO facilities, including utilities; telephones; fire, safety, and security protection; repairs; and maintenance. The ODCSPER can provide applicable regulations and policy.

(6) In- and Outprocessing Service (Non-SBC Service). This service includes establishing central processing facilities to provide one-stop in- and outprocessing for incoming and departing soldiers, civilians, and family members using the USAREUR Community Automation System and its supporting modules. This service also involves providing commanders a training record for each new arrival.

B-22. RETAIL SERVICES

a. Standard Services: None.

b. Nonstandard Services:

(1) Commissary Operations (Non-SBC Service). This service is centrally managed by the Defense Commissary Agency, Europe (DeCA-Eur).

(a) The Director, DeCA-Eur, allocates the numbers of hours each week that can be funded to support each commissary.

(b) The ODCSLOG is the coordination office for DeCA-Eur and serves as the action office for legislative and logistic review. An Assistant Deputy Chief of Staff, Logistics, USAREUR, representative may attend triservice council meetings as appropriate.

(c) ASGs--

1. In coordination with the commissary officer, help determine service and operating-hour requirements for each commissary in the ASG AOR.

2. Establish a commissary council for each commissary (the council may be joint to include AAFES support matters).

3. Provide BASOPS support to commissary activities similar to the support provided to other tenant units.

(2) Army and Air Force Exchange Service (Non-SBC Service). This service is centrally managed by the Army and Air Force Exchange Service, Europe (AAFES-Eur).

(a) The ODCSPER--

<u>1</u>. Is the liaison office for this service.

<u>2</u>. Coordinates AAFES issues at the USAREUR level.

<u>3</u>. Sends representatives to AAFES-Eur triservice council meetings.

(b) ASGs--

<u>1</u>. In coordination with local AAFES managers, determine service and operating requirements for each AAFES facility in their AOR.

<u>2</u>. Establish AAFES councils and conduct area council meetings, which may also address DeCA-Eur issues.

<u>3</u>. Provide operational support for AAFES facilities, including utilities; telephone; fire, safety, and security protection; repairs; maintenance; and veterinary services.

(3) Bank and Credit Union Service (Non-SBC Service). The Staff Finance and Accounting Officer, USAREUR/Commander, 266th Finance Command (266th FINCOM), is the proponent for these services in USAREUR.

(a) ASGs are responsible for appointing a banking or credit-union liaison officer who acts as liaison between the local bank or credit-union manager and the commander.

(b) BSBs, at the ASG discretion, may appoint a bank or credit-union liaison officer or designate a POC.

(4) Postal Support Services (Non-SBC Service). The 1st PERSCOM is the overall manager for theater postal operations in USAREUR.

(a) Four PDs in 1st PERSCOM provide command and control of their respective postal companies.

(b) Each postal company has three or four postal platoons that provide day-to-day postal support to authorized units, organizations, and patrons in the ASG or BSB AOR where they are located. Services provided include--

<u>1</u>. Selling stamps and postal money orders.

<u>2</u>. Accepting letters and parcels.

<u>3</u>. Processing and delivering inbound mail to mailclerks.

<u>4</u>. Preparing and dispatching outbound mail for military post offices, CONUS, and international destinations.

<u>5</u>. Inspecting serviced community mailrooms (CMRs) and unit mailrooms (UMRs).

(c) ASGs and BSBs--

<u>1</u>. Are responsible for providing postal companies and postal platoons in their AORs with the same community support provided to other units located in their AOR.

<u>2</u>. Are responsible for supervising and operating their CMRs and UMRs.

<u>3</u>. Provide postal commanders and platoon leaders with recommendations on postal operating hours, according to USAREUR quality-of-life standards.

SECTION X
RESOURCE MANAGEMENT

B-23. FINANCIAL MANAGEMENT, SUPPORT AGREEMENTS, TDA, AND MANAGEMENT ANALYSES

a. Standard Services: None.

b. Nonstandard Services:

(1) Program and Budget Service (#69).

(a) Budget service is managed centrally and executed at the ASG level. There is no program service at the ASG level. ASG directors of resource management will--

1. Maintain administrative control over expense ceilings as established by higher headquarters for APF.

2. Ensure accuracy of Standard Financial System (STANFINS) execution, paying special attention to correct Army management structure codes, workyear and workhour entries, foreign-currency codes, and contingency-operation expenses.

3. Follow the annual funding guidance established by HQ USAREUR/7A to ensure consistency with CG, USAREUR/7A, priorities.

(b) BSBs will state their resource requirements to the ASGs, use resources efficiently, and notify ASGs of resource changes and needs that arise because of mission changes. This process generally occurs through functional channels, with the BSB commander actively taking part in ASG program-budget review.

(2) Support Agreement and MOA/MOU Management (#70). The International Agreements Division, ODCSRM, centrally manages all memorandums of agreement (MOAs) and MOUs for the theater. This service includes developing, negotiating, and concluding MOAs and MOUs.

(a) ASGs--

1. Implement and administer MOAs and MOUs.

2. Manage ISAs, including developing, negotiating, and concluding the agreements.

3. Are responsible for ensuring proposed agreements or related issues are fully coordinated in the ASG. Coordination includes budgeting, planning, and programming for required resources.

4. Must ensure that agreements (other than ISAs) are sent for negotiation and signing to the Commander, USAREUR/7A, ATTN: AEAGF-IA, Unit 29351, APO AE 09014. Documents will be sent at least 6 months before the proposed effective date.

5. May delegate agreement-administration responsibility. ASG commanders will conclude ISAs to provide BASOPS support to other DOD activities and major Army commands on a reimbursable or nonreimbursable basis. This responsibility includes ensuring that--

a. Non-USAREUR-agreement parties are billed.

b. Reimbursements for APF or NAF categories are collected.

c. Moneys are credited to the USAREUR funding appropriation that supports the activity.

d. Commitments for use of U.S. facilities are coordinated.

e. The support that USAREUR and non-USAREUR parties agree on is budgeted for and provided based on the agreements.

(b) BSBs are responsible for providing support as required by support agreements.

(3) Management Accounting (#71). Management accounting is performed by the 266th FINCOM for the Theater. The 266th FINCOM is responsible for providing finance and accounting support (APF and NAF), finance and accounting policy and procedures, and finance and accounting systems (STAMIS and USAREUR-unique) support.

(4) Installation TDA Management (#72). Installation tables of distribution and allowances (TDA) management service is managed centrally at the ASG level. ASGs are responsible for executing the BASOPS manpower-management program, including maintenance, coordination, and updates of modification table of organization and equipment (MTOE) and augmentation TDAs as appropriate. The ODCSOPS provides guidance on military manpower and materiel for MTOEs in conjunction with the ASG operations and training section.

(5) Management Analysis (#73). This service is managed and executed centrally at the ASG level. Management analysis involves the design of operations; performance of productivity, efficiency, and effectiveness studies; consulting services, and objective advice and support services to the commander. Resource-management programs include the SBC initiative that measures the cost of resources consumed and outputs produced in providing BASOPS support; the Army Ideas of Excellence Program that implements and rewards good ideas submitted by soldiers and civilians; and review, analysis, and management studies.

SECTION XI
INSTALLATION MANAGEMENT

B-24. INSTALLATION MANAGEMENT

   a. Standard Services: Installation Management (#91).

   (1) ASGs manage and coordinate a variety of broad management programs and activities in direct support of the commander's office. Examples are the management-control process, which is designed to protect Government resources from fraud, waste, and abuse, and the installation status report which is an information system that provides managers an assessment of their facilities in regards to infrastructure, environment, and services.

   (2) BSBs normally execute the programs in (1) above.

   (3) Both ASGs and BSBs may perform organizational self-assessments and compete for Army Communities of Excellence awards. Activities may move between ASG and BSB levels if required because of centralization or decentralization of particular functions and differences between operational and nonoperational ASGs.

   b. Nonstandard Services: None.

Table B-1
Installation Management Functional Matrix

Installation Management Function Subfunction	Command and Staff Services Staff Proponent	Executor	SBC #	Areas of Interest															
				OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Equal Employment Opportunity	ODCSPER	ASG EEO	92										X	X		X	X		
Administer EEO Complaint Process	ODCSPER	ASG EEO	92										X	X		X			
Provide Mediation Services for Complaints	ODCSPER	ASG EO/EEO	93										X	X					
Conduct Training for Special Emphasis, Affirmative Action Plans	ODCSPER	ASG EO/EEO	93								X		X	X					
Equal Opportunity	ODCSPER	ASG EO	92										X	X		X			
Civil Law Guidance	OJA	Local Law Centers	79										X	X					
Contract Law Guidance and Review	OJA	Local Law Centers	NO SBC										X	X			X		
Criminal Law Guidance	OJA	Local Law Centers	80										X	X					
Civil and Criminal Litigation	OJA	Local Law Centers	80										X	X					
International and Host Nation Law Support, Guidance	OJA	Local Law Centers	NO SBC		X								X	X			X		
Civilian Misconduct Authority	OJA	ASG/BSB	NO SBC																
Provost Marshall and Law Enforcement Services	OPM	ASG PM	77										X	X					
Provide Protection Services	OPM	ASG PM	78										X	X		X			
Prepare and Distribute MP Reports	OPM	ASG PM	77										X	X					
Collect and Analyze Crime Statistics	OPM	ASG PM	77										X						
Oversee Civilian Contract Guard Performance	OPM	ASG PM	77										X	X		X	X		
Provide Physical Security Inspections and Surveys	OPM	ASG PM	78										X			X			
Do Mission Essential and Vulnerable Area Risk Analysis	OPM	ASG PM	78	X	X								X			X			
Support USAREUR Command Security Upgrade Program	OPM	ASG PM	78	X	X								X	X		X			
Ensure Program Required for DOD Customs Inspection Program	OPM	ASG PM	NO SBC						X				X	X		X			
Correctional Services-Confinement Services	OPM	PM - Mannheim	76										X	X		X			
CID Services	OPM	202d CID	77										X	X					
EUCOM and USAREUR Customs Executive Agent for Customs and Tax Matters for All Services	OPM	Local Customs Agents	77																
Respond to Incidents and Investigate Crimes	OPM	ASG PM	77										X	X					
Conduct Liaisons with German National Police Officials	OPM	ASG/BSB PMs	77																
Conduct Traffic Enforcement	OPM	ASG PM	77										X	X					

Task	Proponent	Responsible Org	No	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Provide and Coordinate Law Enforcement for Special Events	OPM	ASG PM	77									X	X				
Coordinate Actions with Other Divisions	OPM	ASG PM	77									X	X				
Provide and Coordinate Military Working-Dog Teams	OPM	ASG PM	77									X	X				
Register Vehicles and Weapons	OPM	ASG PM	77									X	X		X		
Suppress Drug Use and Traffic	OPM	202d CID	77									X	X				
Secure and Coordinate Disposal of Found Personal Property	OPM	ASG PM	77									X			X		
Advise Commander and Staff on PA Impact of Actions and Incidents	OCPA	ASG PAO	84									X	X				
Conduct Community Relations Program to Engender Host Nation Support; Manage CR Funds	OCPA	ASG PAO	85											X			
Develop PA Products to Inform Internal and External Audiences of Command Activities	OCPA	ASG PAO	85									X					
Solicit and Respond to Media Interest in Command Activities	OCPA	ASG PAO	86									X					
Conduct Media Training for Staff, as needed	OCPA	ASG PAO	86					X				X					
Arrange for Media Interviews and Press Conferences	OCPA	ASG PAO															
Escort Media for Coverage of Command Activities and Interviews	OCPA	ASG PAO												X			
Religious Support-Family Life Ministry	OCHAP	ASG Chaplain	82									X	X				
Inspector General Services	OIG	ASG IG	87									X	X		X		
Command Inspections	OIG	ASG IG	88					X				X	X		X		
Command Investigations	OIG	ASG IG	88									X	X		X		
Complaint and Assistance	OIG	ASG IG	89									X			X		
Internal Review Services	IRACO	ASGs, (26th gets support from HQ, IRACO)	94									X	X				X
Installation Safety and Occupational Health Service	ODCSPER	ASGs Safety Manager	95		X							X	X				
Safety and Occupational Health Interface Program	ODCSPER	ASG/BSBs	95									X	X				
Safety Required Determination of U.S. and Host Nation Legal Requirements	ODCSPER	ASG	NO SBC		X		X					X	X				
Health Hazard Information Module	ODCSPER	BSBs	NO SBC		X							X	X				
Do In-Process Safety Training	ODCSPER	BSBs	NO SBC									X					
Collect and Distribute Intelligence Information	ODCSINT	ASGs	NO SBC									X					
Monitor Intelligence on Military Political Events That Affect the USAREUR AOR	ODCSINT	ASGs	NO SBC									X					

Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Advise USAREUR Command Staff on Matters of Scientific Interest, including Research and Development	Science Advisor		NO SBC	X	X								X						
Perform and Give Advise on All Matters Relating to Audits	IRACO	ASGs	94										X	X					
Provide Analytical Support to Command Staff	ORSA		NO SBC										X	X		X			
Advise Command Staff on Safety, Occupational Health, Risk Management, and Accident Prevention	SOHO	ASGs	95										X			X			
Assist CG in Implementing Strategic Vision for USAREUR	CIG		87	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Provide Political Advise to Command Staff	POLAD		NO SBC										X	X					

Installation Management Function	**Contracting and Acquisition**											**Areas of Interest**							
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Develop and Approve Contracts	PARC	Contracting Command	74																
Contingency, Exercise, and Deployment Contracting	PARC	Contracting Command	74		X								X						
Host Nation Acquisitions	PARC	Contracting Command	74		X								X						
IMPAC Program Management	PARC	Contracting Command	74										X						
Policy and Oversight for Appropriated and Nonappropriated	PARC	Contracting Command	74										X						
Contracting-Related Training	PARC	Contracting Command	74																

Installation Management Function	**Engineering Services**											**Areas of Interest**							
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Executive Agent for Real Estate Acquisition, Contract Management, Disposal Payment-In-Kind, Claims, CONOPS	ODCSENGR	DCSENGR	56			X							X	X					
Executive Agent for Environmental Affairs	ODCSENGR	DCSENGR	64-67										X	X					
EUCOM Executive Agent for ABG-75 Construction Procedures	ODCSENGR	DCSENGR	NO SBC					X					X	X			X		
Real Property Maintenance and Services, Repair, Utility Operations, Roads, and Grounds; Entomology Services; Intrusion Detection Systems	ODCSENGR	ASG DPW	40-48								X		X	X		X	X		
Power Procurement, Utilities, and Services Acquisition; Contract Negotiations and Terminations	ODCSENGR	DCSENGR	47-48					X					X	X		X	X		
Fire and Emergency Services	ODCSENGR	ASG DPW	68										X	X		X			
Housing Management, Army Family Housing, Barracks	ODCSENGR	ASG DPW	50-52					X					X	X		X	X		

Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Engineer Support, Furniture, and Appliance Program; Food Service Equipment; Drayage Contract for Government Furniture	ODCSENGR	ASG DPW	NO SBC										X	X		X	X		
Environmental Services, Compliance, Pollution Prevention; Conservation and Restoration Programs; Assessments; HAZMAT Spill Response	ODCSENGR	ASG DPW	64-67			X							X	X		X	X		
Major and Minor Construction; Plan Construction Programs (including AFH, Barracks)	ODCSENGR	ASG DPW	62					X			X		X	X		X	X		
Real Property Management	ODCSENGR	ASG DPW	53-56										X	X		X	X		
Centrally Plan, Program, and Execute Barracks Modernization Program Management	ODCSENGR	DCSENGR											X						
Validate and Prioritize Engineer Projects Contained in USAREUR Master Integrated Priority List	ODCSENGR	DCSENGR											X						
NATO Security Investment Program	ODCSENGR	DCSENGR											X						
NATO Infrastructure	ODCSENGR	DCSENGR											X						
Troop Construction, Planning, Coordination, and Liaison for ENCOM; Organize and Establish Transition-to-War Ops for ENCOM	ODCSENGR	DCSENGR											X						
Topographic Requirements, Topo Support for Theater, and LANCENT Requirements	ODCSENGR	DCSENGR																	
USAREUR Agent for Tactical Military Engineer. Doctrine Planning, Resourcing, and Orchestrating Theater-Level Engineer Support to CONOPS	ODCSENGR	DCSENGR											X						
Installation Management Function	**Health Services**								**Areas of Interest**										
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Direct and Manage Medical Services	Command Surgeon	Command Surgeon	NO SBC								X					X			
Installation Management Function	**Information Management Services**								**Areas of Interest**										
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Communication Systems and System Support	ODCSIM	ASG DOIM and DCSIM	15										X			X	X		
Visual Information Systems	ODCSIM	ASG DOIM	16										X	X			X		
Document Management	ODCSIM	ASG DOIM	17										X						
Information Systems Security	ODCSIM	ASG DOIM	18										X	X		X			
Automation	ODCSIM	ASG DOIM	19		X				X				X			X	X		
Information Technology Planning	ODCSIM	ASG DOIM	20		X								X	X		X			

Installation Management Function	Logistics								Areas of Interest										
Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Asset Management and Property Book Management	ODCSLOG	ASGs	26		X			X					X	X		X			
Food Services, Troop Issue Subsistence Activity and Dining Facilities	ODCSLOG	TISAs	29		X								X	X		X			
Retail Supply Operations	ODCSLOG	ASG DOLs	24		X								X			X	X		
Central Issue Facilities	ODCSLOG	21st TSC/ASG Local CIFs	25										X			X			
Materiel Support Maintenance	ODCSLOG	BASOPS Maintenance Center (BMC)	27										X			X	X		
Transportation Services and Nontactical Vehicle	ODCSLOG	ODCSLOG – NTV Team	28		X								X	X		X	X		
Consolidated Personal Property Shipment Office	ODCSLOG	DCSLOG - CPPSO in Grafenwoehr	28										X	X		X	X		
Official Travel	ODCSLOG	ASG-BSB Level ITOs	28				X						X			X	X		
Mortuary Services	ODCSLOG	21st TSC (U.S. Army Memorial Affairs Activity)	NO SBC				X				X		X						
Laundry and Dry Cleaning Services	ODCSLOG	ASG DOLs	30										X			X	X		
Installation Management Function	**Operations**								**Areas of Interest**										
Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Installation Security Program	ODCSOPS	DCSOPS	21		X			X	X				X	X		X			
Counter Intelligence Support Activities	ODCSOPS	DCSOPS	21							X			X	X					
Security Training and Inspections of BSB Personnel and Facilities	ODCSOPS	DCSOPS	21		X				X				X	X					
Security Programs	ODCSOPS	DCSOPS	21		X			X	X				X	X					
USAREUR Force Protection Program	ODCSOPS	DCSOPS	22		X	X			X				X	X					
Force Protection	ODCSOPS	ASGs	22		X				X				X	X					
Force Protection Training	ODCSOPS	DCSOPS	22		X				X				X	X					
Force Protection Plans and Regulations	ODCSOPS	DCSOPS	22		X			X	X				X	X					
Quick Reaction Force at Each BSB	ODCSOPS	DCSOPS	22						X				X	X					
Implement Arms Control	ODCSOPS	ASGs	NO SBC										X	X					
Host Nation and Government Relations	ODCSOPS	DCSOPS	NO SBC		X	X	X	X	X				X	X		X	X		
Stationing, Planning, and Execution	ODCSOPS	DCSOPS	NO SBC		X	X	X	X			X		X		X		X		
Stationing	ODCSOPS	DCSOPS	NO SBC		X			X					X				X		
Close Selected Installations; Return to Host Nation	ODCSOPS	DCSOPS	NO SBC		X			X			X		X	X	X	X	X		

Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Coordinate to Reassign Personnel and Equipment, as needed	ODCSOPS	DCSOPS	NO SBC			X	X				X		X			X	X		
Noncombatant Evacuation Operation (NEO) Program	ODCSOPS	DCSOPS	NO SBC				X		X		X		X	X	X				
NEO Program Orientation and Refresher Training	ODCSOPS	DCSOPS	NO SBC				X						X	X					
Submit Biennial Reports to State Department	ODCSOPS	DCSOPS	NO SBC										X	X					
Deployment Support Planning and Operations	ODCSOPS	DCSOPS	NO SBC		X	X	X		X		X		X	X			X		
Develop and Publish Plans to Implement CGs OPLANS and USAREUR Regulations	ODCSOPS	DCSOPS	NO SBC		X	X		X			X		X	X			X		
Coordinate Requirements and Authorizations; Fielding of Equipment	ODCSOPS	DCSOPS	NO SBC			X	X						X	X					
Readiness Reporting (Unit Status Report), as well as Army Force Structure Planning (Total Army Analysis, Command Plan, FDU)	ODCSOPS	DCSOPS	NO SBC			X	X						X	X					
24-Hour Operational Sites, when required	ODCSOPS	ASGs	NO SBC								X		X	X					
Pre-Deployment Processing Support	ODCSOPS	ASGs	NO SBC				X				X		X	X			X		
Emergency Response Planning and Management	ODCSOPS	DCSOPS	NO SBC		X	X			X		X		X	X		X	X		
Develop Required Implementation Plans	ODCSOPS	DCSOPS	NO SBC	X				X					X	X					
Preposition Required Materials and Support Agreements	ODCSOPS	DCSOPS	NO SBC	X		X		X					X	X					
Operate Emergency Operations Center	ODCSOPS	DCSOPS	NO SBC	X				X					X	X					
Airfield Management	ODCSOPS	ASGs	NO SBC	X									X						
Inprocessing Training Centers	ODCSOPS	ASG/BSBs	NO SBC										X						
Exercise Support Planning	ODCSOPS	OPS ICW Tactical Units	NO SBC	X				X					X	X			X		
Training Support, Range Operations, and Maintenance	ODCSOPS	ICW Senior Tactical COs and ASGs/BSBs	NO SBC										X	X			X		

Installation Management Function	**Personnel and Community**			**Areas of Interest**															
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Education and Continuing Education Services	ODCSPER	ACES Staff	14										X			X			
Manage Voluntary and Adult Continuing Education Programs	ODCSPER	ACES Staff	14										X						
Provide Off- and On-Duty Education Services and Programs	ODCSPER	ACES Staff	14										X						
Support Host Nation Language Courses	ODCSPER	ACES Staff	14										X						

Function		Organization	SBC																
Support Remote Site for Army Continuing Education System Programs	ODCSPER	ACES Staff	14									X							
Civilian Personnel Management	ODCSPER	Civilian Personnel Division	NO SBC					X				X	X			X	X		
Establish Human Resources Policy, Plan Future Needs, Develop Strategy	ODCSPER	Civilian Personnel Division	NO SBC		X			X				X				X	X		
Organizational Job Design	ODCSPER	CPOC	1	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Filling Jobs	ODCSPER	CPOC/CPAC	2									X				X			
Employee Services	ODCSPER	CPOC/CPAC	3									X	X			X			
Workforce Effectiveness	ODCSPER	CPOC/CPAC	4									X	X				X		
Workforce Transition	ODCSPER	CPOC/CPAC	5						X			X	X						
Nonappropriated Fund Personnel Program Support	ODCSPER	CPAC	6									X	X			X			
Military Personnel Support	ODCSPER	1st PERSCOM	7-9									X	X						
Substance Abuse and Testing Prevention Programs	ODCSPER	1st PERSCOM	9									X	X			X			
Military Personnel Manning	ODCSPER	1st PERSCOM, ASGs/BSBs	7								X	X	X			X	X		
Military Personnel Services	ODCSPER	1st PERSCOM, PSBs	8									X	X			X	X		
Morale, Welfare, and Recreation	ODCSPER	DCSPER	10-13						X	X		X	X			X			
Army Community Service	ODCSPER	ASG/BSB ACS Staff	10						X			X							
Child and Youth Services	ODCSPER	ASG/BSB CYS Staff	11									X	X						
Fitness and Recreation Services	ODCSPER	ASG/BSB Rec Staff	12									X							
Business Operations	ODCSPER	ASG/BSB Staff	13									X	X			X			
Marketing	ODCSPER	DCSPER Staff, Regional Marketing Centers	NO SBC									X				X			
Food and Beverage Warehousing	ODCSPER	ASGs Costing F&BD Centers	NO SBC									X				X			
Morale, Welfare, and Recreation Management Information Services	ODCSPER	DCSPER is Liaison with XQDA	NO SBC						X			X				X			
Department of Defense Dependent Schools	ODCSPER	DCSPER is Liaison Office for DODEA.	NO SBC									X	X						
Army Family Action Plan	ODCSPER	BSBs/ASGs/ DCSPER	NO SBC		X						X	X	X			X			
DOD Touring Shows	ODCSPER		NO SBC									X							
Command Entertainment Program	ODCSPER		NO SBC									X	X						
Private Organization Operations	ODCSPER	ASGs	NO SBC									X	X						
In and Out Processing Services	ODCSPER	ASGs	NO SBC			X	X					X							

Subfunction	Staff Proponent	Executor	SBC #	OPS	ENGR	LOG	PER	IM	OPM	INT	CHAP	IG	RM	OJA	OCPA	IRACO	PARC	SURG	ORSA
Retail Services	ODCSPER		NO SBC								X					X			
Commissary Operations	ODCSLOG	DECA	NO SBC						X		X					X			
AAFES Operations	ODCSPER	AAFES-Europe, ASGs	NO SBC						X		X	X				X			
Banking Services	ODCSRM/266th FC	Local Finance Offices	NO SBC								X	X							
Postal Support Services	ODCSPER	1st PERSCOM, ASGs/BSBs	NO SBC								X								

Installation Management Function	**Resource Management**	**Areas of Interest**																	
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Financial Management	ODCSRM	ASG DRMs	69-72											X		X	X		
Program and Budget Service	ODCSRM	ASG DRMs	69		X						X					X	X		
Support Agreement, Memorandum of Understanding, and Memorandum of Agreement Management	ODCSRM	ASG DRMs	70		X			X						X		X	X		
Management Accounting	ODCSRM	266th Finance Command	71											X		X			
Management Analysis	ODCSRM	ASGs	73													X	X		
Installation TDA Management	ODCSRM	ASG (BASOPS Manpower Mgt)	72	X			X							X		X			

Installation Management Function	**Installation Management**	**Areas of Interest**																	
Subfunction	**Staff Proponent**	**Executor**	**SBC #**	**OPS**	**ENGR**	**LOG**	**PER**	**IM**	**OPM**	**INT**	**CHAP**	**IG**	**RM**	**OJA**	**OCPA**	**IRACO**	**PARC**	**SURG**	**ORSA**
Management Control Program	ODCSRM	ASGs	91					X	X					X		X	X		
Installation Status Report	ODCSPER	ASGs	91		X			X	X		X		X			X	X		
Army Communities of Excellence Award Program	ODCSPER	ASGs/BSBs	91		X						X		X			X			

APPENDIX C
AREA SUPPORT GROUP, BASE SUPPORT BATTALION, AND AREA SUPPORT TEAM COMMANDERS RATING SCHEME

The table below provides the rating scheme for area support group, base support battalion, and area support team commanders. The alphabetical glossary on the left side of the screen defines abbreviations.

Rated Cdr	Community	Rater	Intermediate Rater	Senior Rater
Cdr, 6th ASG	**Stuttgart**	**CofS, USEUCOM**		**DCG, USAREUR/7A**
Cdr, AST Garmisch	Garmisch	Cdr, 6th ASG		**CofS, HQ USEUCOM**
Cdr, 22d ASG	**Vicenza**	**CG, USASETAF**		**DCG, USAREUR/7A**
Cdr, AST Livorno	Livorno	Installation Cdr, Camp Darby		Cdr, 22d ASG
Cdr, 26th ASG	**Heidelberg**	**DCG, USAREUR/7A**		**DCG, USAREUR/7A**
Cdr, 233d BSB	Darmstadt	Cdr, 26th ASG		DCG, V Corps
Cdr, AST Babenhausen	Babenhausen	Cdr, 233d BSB		Cdr, 26th ASG
Cdr, 293d BSB	Mannheim	Cdr, 26th ASG		CG, 5th Sig Cmd
Cdr, 411th BSB	Heidelberg	Cdr, 26th ASG		DCG, USAREUR/7A
Cdr, 415th BSB	Kaiserslautern	Cdr, 26th ASG		CG, 21st TSC (Prov)
Cdr, 80th ASG	**Chièvres**	**XO, SACEUR**		**DCG, USAREUR/7A**
Cdr, AST NATO/ Brussels	Brussels	Cdr, 80th ASG	Deputy U.S. Military Rep, NATO	U.S. Military Rep, NATO
Cdr, 254th BSB	Schinnen	Cdr, 80th ASG		Senior Military Rep, AFCENT
Cdr, 98th ASG	**Würzburg**	**CG, 1st Inf Div**		**DCG, USAREUR/7A**
Cdr, 235th BSB	Ansbach	Cdr, 98th ASG	ADC-M, 1st Inf Div	CG, 1st Inf Div
Cdr, AST Illesheim	Illesheim	Cdr, 235th BSB		Cdr, 98th ASG
Cdr, 279th BSB	Bamberg	Cdr, 98th ASG	ADC-M, 1st Inf Div	CG, 1st Inf Div
Cdr, 280th BSB	Schweinfurt	Cdr, 98th ASG	ADC-S, 1st Inf Div	CG, 1st Inf Div
Cdr, 417th BSB	Kitzingen	Cdr, 98th ASG	ADC-S, 1st Inf Div	CG, 1st Inf Div
Cdr, AST Würzburg	Würzburg	Cdr, 417th BSB		Cdr, 98th ASG
Cdr, AST Giebelstadt	Giebelstadt	Cdr, 417th BSB		Cdr, 98th ASG
Cdr, 100th ASG	**Grafenwöhr**	**CG, 7ATC**		**DCG, USAREUR/7A**
Cdr, 282d BSB	Hohenfels	Cdr, 100th ASG		CG, 7ATC
Cdr, 409th BSB	Vilseck	Cdr, 100th ASG		CG, 7ATC
Cdr, 104th ASG	**Hanau**	**CG, 1AD**		**DCG, USAREUR/7A**
Cdr, 221st BSB	Wiesbaden	Cdr, 104th ASG	CG, 3d COSCOM	CG, 1st Inf Div
Cdr, 222d BSB	Baumholder	Cdr, 104th ASG	ADC-S, 1AD	CG, 1st Inf Div
Cdr, 284th BSB	Gießen	Cdr, 104th ASG	ADC-M, 1AD	CG, 1st Inf Div
Cdr, AST Friedberg	Friedberg	Cdr, 284th BSB		Cdr, 104th ASG
Cdr, 410th BSB	Bad Kreuznach	Cdr,104th ASG	ADC-S, 1AD	CG, 1st Inf Div
Cdr, AST Dexheim	Dexheim	Cdr, 410th BSB		Cdr, 104th ASG
Cdr, 414th BSB	Hanau	Cdr, 104th ASG	ADC-M, 1AD	CG, 1st Inf Div
Cdr, AST Büdingen	Büdingen	Cdr, 414th BSB		Cdr, 104th ASG

GLOSSARY

1AD	1st Armored Division
1st Inf Div	1st Infantry Division
1st PERSCOM	1st Personnel Command
21st TSC (Prov)	21st Theater Support Command (Provisional)
266th FINCOM	266th Finance Command
3d COSCOM	3d Corps Support Command
5th Sig Cmd	5th Signal Command
7ATC	Seventh Army Training Command
AAFES	Army and Air Force Exchange Service
AAFES-Eur	Army and Air Force Exchange Service, Europe
ACES	Army Continuing Education System
ADC	assistant division commander
AFAP	Army family action plan
AFCENT	Allied Forces, Central Europe
AFH	Army family housing
AFMIS	Army Food Management Information System
AMSO	acquisition management staff officer
AOR	area of responsibility
APF	appropriated fund
ASG	area support group
AST	area support team
BASOPS	base operations
BMC	Base Operations Maintenance Center
BSB	base support battalion
cdr	commander
CFE	Conventional Forces, Europe
CFSC	Community and Family Support Center, Headquarters, Department of the Army
CG	commanding general
CG, USAREUR/7A	Commanding General, United States Army, Europe, and Seventh Army
CH	chaplain
CHPPM-EUR	United States Army Center for Health Promotion and Preventive Medicine--Europe
CHRMA	Civilian Human Resource Management Activity
CIF	central issue facility
CMAA	civilian misconduct action authority
CMD GP	command group
CMR	community mailroom
CMTY SVC CTR	community service center
COCO	contractor-owned, contractor-operated
CofS	chief of staff
CONUS	continental United States
COR	contracting officer's representative
CPAC	civilian personnel advisory center
CPOC	Civilian Personnel Operations Center
CPPSO	Consolidated Personal Property Shipping Office
CPSC	civilian personnel service center
DARE	Drug Abuse Resistance Education (program)
DCA	directorate of community activities
DCG, USAREUR/7A	Deputy Commanding General, United States Army, Europe, and Seventh Army
DeCA-Eur	Defense Commissary Agency, Europe
DETACH HQ	detachment headquarters
DOD	Department of Defense
DODDS	Department of Defense Dependents Schools
DODDS-Eur	Department of Defense Dependents Schools, European Region
DODIG	Department of Defense Inspector General
DOIM	director of information management
DOL	directorate of logistics
DPTMS	director of plans, training, mobilization, and security
DPW	directorate of public works
DRM	director of resource management
DRMS	Defense Reutilization and Marketing Service

EEO	equal employment opportunity
ENGR	engineer
EO	equal opportunity
EOA	equal opportunity adviser
ERMC	United States Army Europe Regional Medical Command
ESC	Engineer Support Center
F&BDC	food and beverage distribution center
GCMCA	general court-martial convening authority
GOCO	Government-owned, contractor-operated
GSC-E	General Support Center, Europe
HHIM	Health Hazard Information Module
HQ CO	headquarters company
HQDA	Headquarters, Department of the Army
HQ TACOM	Headquarters, United States Army Tank Automotive Command
HQ USAREUR/7A	Headquarters, United States Army, Europe, and Seventh Army
IC	installation coordinator
IFMS	Interagency Fleet Management System
IG	inspector general
IM	information management
IMMA	installation materiel maintenance activity
IOD	International Operations Division, Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A
IR	internal review
ISA	interservice support agreement
ITO	installation transportation office
JA SEC	judge advocate section
LOG	logistics
LN	local national
MAJ	major
MILES	Multiple Integrated Laser Engagement System
MIS	management information services
MOA	memorandum of agreement
MOU	memorandum of understanding
MTOE	modification table of organization and equipment
MWR	morale, welfare, and recreation
NAF	nonappropriated fund
NATO	North Atlantic Treaty Organization
NCO	noncommissioned officer
NEO	noncombatant evacuation operations
NTV	nontactical vehicle
OASG	operational area support group
O&M	operation and maintenance
ODCSENGR	Office of the Deputy Chief of Staff, Engineer, HQ USAREUR/7A
ODCSLOG	Office of the Deputy Chief of Staff, Logistics, HQ USAREUR/7A
ODCSOPS	Office of the Deputy Chief of Staff, Operations, HQ USAREUR/7A
ODCSPER	Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A
ODCSRM	Office of the Deputy Chief of Staff, Resource Management, HQ USAREUR/7A
ODP	officer distribution plan
OIP	organizational inspection program
OPLAN	operation plan
OPORD	operation order
OPS	operations
PA SEC	public affairs section
PAO	public affairs officer
PCS	permanent change of station
PD	personnel detachment
PERS & ADMIN	personnel and administration
PMO	provost marshal office
PO	private organization
POC	point of contact
POV	privately owned vehicle
PPPO	personal property processing office

QOL	quality of life
QRF	quick reaction force
RCC	regional contracting center
RCO	regional contracting office
RDT&E	research, development, test, and evaluation
rep	representative
RIF	reduction in force
RMC	regionalized marketing center
S1	adjutant
S2/S3	intelligence officer/operations and training officer
S4	supply officer
SACEUR	Supreme Allied Commander Europe
SBC	service-based costing
SCOR	site contracting officer's representative
SCTY, PLANS, & OPS	security, plans, and operations
SJA	staff judge advocate
SOFA	Status of Forces Agreement
SOHI	Safety and Occupational Health Interface (Program)
SPS	supplemental programs and services
SSO	supply support office
SSSC	self-service supply center
STAMIS	Standard Army Management Information System
STANFINS	Standard Financial System
STC	senior tactical commander
SVCS	services
STORES	Subsistence Total Order Receipt Electronics System
TADSS	training aids, devices, simulators, and simulations
TDA	tables of distribution and allowances
TISA	troop issue subsistence activity
TMC	Travel Management Committee
TOE	tables of organization and equipment
UMR	unit mailroom
UP	USAREUR pamphlet
UR	USAREUR regulation
U.S.	United States
USAMAA-E	United States Army Memorial Affairs Activity, Europe
USAREUR	United States Army, Europe
USASETAF	United States Army Southern European Task Force
USEUCOM	United States European Command
USFLO	United States Forces liaison officer
XO	executive officer

TERMS

area support group
Modification table of organization and equipment organization, augmented by a table of distribution and allowances, that manages multiple, geographically dispersed installations outside the continental United States. Area support groups (ASGs) are the Army's largest community base-operations-support structures. They operate under policy guidance issued by HQDA and USAREUR according to host-nation and international laws and agreements. The primary responsibility of an ASG is policy and management oversight. The ASG plans, budgets, and manages base operations in its area of responsibility through subordinate base support battalions and area support teams. ASGs are USAREUR commands (UR 10-5, app A).

area support group commander
Centrally selected colonel who commands a brigade-level unit that provides policy and management oversight for the delivery of base operations services on USAREUR installations.

areas support team commander/base operations manager
Major or civilian manager of a company-level unit that provides a limited set of base operations services on small USAREUR installations (those with a military population of 300 to 2,500) geographically distant from installations supported by base support battalions.

area support team
Modification table of organization and equipment organization, augmented by a table of distribution and allowances, that operates under the command and control of an area support group (ASG) or base support battalion (BSB). The Army uses area support teams (ASTs) to manage small or isolated communities outside the continental United States. ASTs are small activities of service providers. The structure of an AST may vary to allow commanders maximum flexibility in managing installations. ASTs are subordinate to base support battalions and area support groups.

base operations support
Quality-of-life services and facilities comparable to those provided by small municipal governments. Services provided are based on the size of the community population and USAREUR quality-of-life standards.

baseline standard
The level of effort and resources needed to provide an acceptable level of facilities, products, and services comparable to an American community.

base support battalion
Modification table of organization and equipment organization, augmented by a table of distribution and allowances, that manages garrisons outside the continental United States. Base support battalions (BSBs) operate under the command and control of an area support group (ASG). The primary responsibility of a BSB is the delivery of services. BSBs provide base operations support to an area of responsibility defined by the parent ASG. BSBs are subordinate units of ASGs.

base support battalion commander
Centrally selected lieutenant colonel who commands a battalion-level unit with a mission to ensure delivery of services to a USAREUR installation.

installation
A kaserne, base, station, improved field camp, storage site, training area, firing range, missile or communications site, housing area, shopping area, separate group of facilities, or real estate area on which USAREUR performs functions or provides support. Installations are identified by unique installation numbers.

installation coordinator
The person responsible for coordinating the day-to-day base operations support for activities on an installation. Installation coordinator (IC) positions may be required when the population criteria and factors are less than for those requiring an area support team. An IC is appointed at the discretion of the base support battalion (BSB) commander and serves as the key link between the BSB and tenant units of an installation. IC positions are often filled with borrowed military manpower. The USAREUR base operations structure does not provide authorization for ICs.

operational area support group
A composite of an area support group and a base support battalion (BSB). Operational area support groups (OASGs) may be considered BSBs with planning capability. OASGs are established when factors in a BSB require the BSB to have the same degree of independence as an area support group.

quality of life
The sum of facilities, products, and services required for total readiness that supports the morale of the entire Army community.

senior tactical commander
A commander who normally is the senior general officer or promotable colonel assigned to a base operations area of responsibility. The senior tactical commander (STC) also holds general or special court-martial convening authority. The STC's main responsibility involves the tactical mission, not day-to-day base operations administration. The STC is the senior representative of local residents and exercises influence through the rating chain.

service-based costing
An Army-wide initiative that measures the cost (resources consumed) for a given service. The responsibility of service-based costing (SBC) is to provide accurate information on the true cost of products, services, contracts, activities, and projects. Data is collected for a standard set of 95 services typically provided at an Army installation. This data is aggregated and tabulated at Army level and becomes the baseline. SBC management makes this cost and operating information useful to commanders by providing value analysis, cost drivers, and performance measures to support improvement efforts and improve decision-making. These applications are aimed at helping commanders provide a predictable level of base operation support within available resources.

tenant unit
An organization, activity, or unit located in an area support group, base support battalion, or area support team area of responsibility. Non-USAREUR units located in the CG, USAREUR/7A, area of responsibility that receive base operations support on a reimbursable or nonreimbursable basis are also tenant units for the purpose of this regulation.